

Part I – The Schedule
Section C
Performance Work Statement

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Integrated Tank Disposition Contract Overview

Contract Purpose and Overview:

- (a) One of the U.S. Department of Energy's (DOE) strategic goals is to meet the challenge of cleaning up the Nation's Manhattan Project and Cold War legacy's toxic chemical and radioactive waste. To accomplish this goal, the DOE Office of Environmental Management (EM) must reduce environmental liabilities through accelerated cleanup of high-risk waste, thereby protecting human health and the environment (HHE).
- (b) The purpose of the Integrated Tank Disposition Contract (ITDC) is to provide optimal solutions for disposition of Hanford's tank waste achieving significant risk and financial liability reduction.
- (c) The ITD Indefinite Delivery/Indefinite Quantity (IDIQ) Contract construct provides the DOE needed flexibility to task the Contractor with using a risk-based approach to better define discrete scopes of work for tank waste remediation facilitating more realistic, reliable pricing, and appropriate incentive structures to yield significant reductions in EM's environmental financial liability.
- (d) Tasks performed during the Contract Ordering Period will be defined in future Task Orders to be performed under this Contract. Specific Task Orders will be issued (see Section J attachments) throughout the 10-year Contract Ordering Period to implement various aspects of this master Performance Work Statement (PWS). The Contracting Officer (CO) will issue a Request for Task Order Proposal (RTP) in accordance with the Master IDIQ Contract Section H clause, "Task Ordering Procedure." The Contractor shall expediently provide the CO with the requested task order proposal(s).
- (e) The Contractor shall comply with all Federal, State, and local laws and regulations, Executive Orders, DOE directives as identified in Section J, Attachment J-2, *Requirement Sources and Implementing Documents*, Regulatory Permits, Agreements and Orders and Regulatory Milestones (both State and Federal) in the performance of this Contract. The Contractor shall ensure its technical approach and execution of the work comply with all current applicable laws, regulations, and DOE directives, as identified in Section J, Attachment J-2, *Requirements Sources and Implementing Documents*. The list of laws and regulations is not comprehensive. Omission of any applicable law or regulation from Attachment J-2, *Requirements Sources and Implementing Documents*, does not affect the obligation of the Contractor to comply with such law or regulation.
- (f) The ITDC¹ is responsible for the performance of the entire scope under the Contract; including defining the specific methods, innovations, regulatory approach, and graded approaches for accomplishing all work to be performed and managing, integrating, and executing work described in this Performance Work Statement (PWS).

¹ Hereafter, the term ITDC refers to either the Contract or the Contractor, as applicable.

- (g) The Contractor shall efficiently optimize scope, cost, and schedule associated with performance of all work while ensuring quality and protecting the safety of the workers, environment, and the public, to reduce EM's environmental liabilities.
- (h) The Contractor shall comply with the current applicable DOE/RL-89-10, *Hanford Federal Facilities Agreement and Consent Order* (also known as the Tri-Party Agreement [TPA]), Records of Decision (ROD), Consent Decree, and all applicable regulatory requirements.
- (i) The Contractor is assigned lead responsibility for coordination with the regulators to develop an optimum regulatory approach for all work under this Contract. This authority does not authorize the Contractor to commit the Government without consulting with the DOE and gaining its approval, as the owner, in advance of implementing any proposed changes to the regulatory approach. As part of this responsibility, the Contractor shall:
 - (1) Propose changes to the regulatory approach in coordination with the DOE, including changes to current regulatory end points, to establish risk-based waste reduction goals that maintain protection of HHE; and
 - (2) Propose innovations to regulatory strategies and processes that improve total performance.
- (j) Following consultation and approval by the DOE, the Contractor is responsible for coordinating with the regulators to implement proposed changes to include preparing and submitting all regulatory and supporting documentation. In addition, the DOE will perform the following:
 - (1) Operate as the owner in coordination with the regulators to reach agreement on Contractor-prepared regulatory and supporting documentation;
 - (2) Operate as the owner in coordination with the regulators to reach agreement on innovations that require changes to the regulatory approach;
 - (3) Review, approve, and/or certify, as required, all regulatory and supporting documentation;
 - (4) Prepare any additional National Environmental Policy Act (NEPA) analyses and/or documentation that may be required; and
 - (5) Provide existing safety basis documentation for Hazard Category 2 and 3 Facilities.
- (k) The Government reserves the right to perform audits and surveillances of all aspects of the terms of this Contract to ensure compliance with the PWS. The results of all audits and surveillances shall be addressed via an established issues management system. DOE reserves the right to stop work in accordance with the Section H clause, "DOE-H-2021, *Work Stoppage and Shutdown Authorization* (Oct 2014) (Revised)."
- (l) The DOE plans to provide a steady, predictable funding stream to enable full operations of ITDC Facilities. However, funding is subject to the limitations associated with the Congressional appropriation process.

- (m) Accelerated cleanup (i.e., accomplishing cleanup faster and more efficiently than planned) is a cooperative undertaking requiring the Contractor and the Government to seek innovative approaches to achieve the desired waste/risk reduction goals. Accelerated cleanup will require the Contractor to cooperate with the DOE in creating an organizational culture to facilitate change and a mutual understanding of the technical approach and strategy that will lead to successful achievement of scope to be completed under this Contract. Streamlining the process, challenging requirements, and identifying efficiencies and performance improvements are critical to accomplishing accelerated cleanup. The Contractor, in partnership with the DOE and throughout the Contract Ordering Period, shall seek to identify requirements and processes that impede progress and recommend efficiencies and performance improvements that reduce the actual cost and/or improve the schedule for the work.
- (n) The Contractor, in partnership with the DOE, will use its best efforts to further the acceleration of cleanup activities and reduce the DOE's long-term liability (see Section H clause, "Partnering").

C.1 Contract Transition

The desired outcome is a smooth transition of full responsibility for execution of the Contract that maintains continuity of operations and avoids or minimizes disruptions to ongoing operations and/or accomplishment of the DOE mission. The main goal of the transition process is to ensure that terms and conditions of the Contract are fully understood by the Contractor and the Contractor demonstrates readiness to assume responsibility seamlessly, prior to assumption of full responsibility for performance of the Contract.

Contract transition shall be conducted in accordance with DOE approved transition plans. The Contractor shall perform the activities necessary to transition work from the incumbent contractor, transition any subcontract work as deemed necessary and complete work force transition in accordance with the requirements of this Contract.

The Contractor shall establish the necessary logistical support (office space, computers, telephone, etc.) to execute the 90-day transition period (estimated). The Contractor shall ensure all necessary personnel, including key personnel, are available during the transition period, unless specifically directed otherwise by the CO.

Within 72 hours following a Notice to Proceed (NTP), Contractor shall release a brief Executive Summary of its offer on the Contractor's own website, including the following elements:

- Name of Contractor (including the identification of any teaming partners and subcontractors and a description of the experience that each brings to the project);
- Summary/description of Contractor's management approach;
- Organizational structure and identification of key personnel;
- Commitment to small business subcontracting;
- Contractor performance commitments;

- Brief overview of Contractor's work on similar projects; and
- Commitments to the community.

The Contractor shall submit a Transition Plan for DOE approval within 15 days after notice to proceed (NTP) that fulfills the requirements presented in this *Contract Transition* section. Successful completion of the transition activities will enable the Contractor to assume full responsibility for execution of the Master IDIQ PWS no later than 90 days after NTP and upon execution of a final transfer agreement with the incumbent contractor. The objectives of the Transition Plan are to prepare for implementation of the contract, minimize the impacts on continuity of operations. The Transition Plan shall cover the necessary activities during the transition period and provide sufficient detail for all transition activities, including but not limited to:

- Description of the approach to transition the work identified in the Contract, including the transition team, their roles and responsibilities; and describe a Work Breakdown Structure (WBS) for each element of contract transfer responsibilities, including: scope of work, labor relations, human and material resources, services, and other work identified in the Contract.
- Description of due diligence to include its rationale, a schedule of planned activities, and milestones necessary for conducting safe, orderly contract transition; minimize impacts on continuity of operations; identify key issues and associated resolutions that may arise during transition; and plan interactions with DOE, other contractors, the workforce, regulators, and stakeholders.
- Description of strategy to establish required documents (including licenses and agreements); a brief description of all involved organizations; planned execution of Interface Agreements with other contractors and necessary Memoranda of Understanding (MOUs) with external organizations. Identify agreements, letter approvals, determinations of allowable costs, or understandings the Contractor plans to rely upon and apply to work performed under this Contract, or in the accounting for costs incurred. DOE agreements with predecessor contractors, contract guidance, direction, or interpretation on other contracts shall not apply to this Contract unless they have been identified and approved in advance by the CO.
- Document in a Transfer Agreement with the prior contractors all key elements of the transfer. This may identify purchase order and subcontract assignments, software license agreements, property transfers/exclusions, key documents/databases/records, permits, outstanding liabilities, litigation, administrative claims, or other.
- Include a description of the activities necessary for the Contractor to assume full responsibility for this Contract no later than 90 days after NTP and address other activities and deliverables specified in this Contract that require DOE approval prior to completion of transition.
- Provide a separate Submittal Log for each Task Order that covers all documents and deliverables required to be submitted to DOE. The Submittal Log must identify submittal number, description, Request for Proposal section, type (informational, approval

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required, etc.), date required to be submitted, date required, and comment section. The submittal number in the log shall be used when submitting to DOE, and only one cover sheet will be used per submission.

The list below includes the major elements necessary for transition of the Contract, but is not a comprehensive list of all transition requirements. The following items shall be addressed in the Transition Plan:

- a) **Implementation of Human Resources Management Requirements:** The Contractor's Transition Plan required above shall include a description of the Contractor's implementation of human resource management consistent with Workforce Transition and Contractor Human Resources Management requirements as described in Section H.
- b) **Training for the Workforce:** Develop training for the workforce on the contract to include but not limited to the PWS, Task Orders, Contractor's proposed management approach for execution of work, and the Section J Attachments including: J-2, Requirement Sources and Implementing Documents; J-3, Hanford Site Services and Interface Requirements Matrix; and, J-10, Contract Deliverables. Provide DOE a schedule for completion of training that results in 100 percent of the workforce trained within 6 months of NTP.
- c) **Identification of Material Differences:** Perform a due diligence review (to include review of policies, procedures, technical documents, and other documents or forms of information). Prior to the end of transition, provide the CO with a listing of material differences and preexisting conditions. After receipt and evaluation of the Contractor material differences submission, DOE will negotiate the final list of Material Differences and Preexisting Conditions with the Contractor and will determine whether a change to the Contract is necessary. The CO will provide direction to the Contractor to address any changes and will establish timeframes for completion of applicable actions.
- d) **Programs, Procedures and Systems:** Develop a nuclear safety protocol, as described in Section H Clause entitled, Hanford Site Services and Interface Requirements Matrix, for DOE approval. The protocol shall be signed by the Hanford Mission Essential Services Contract (HMEESC) Contractor and concurred upon by other affected contractors, as applicable.

Establish the programmatic and management systems needed to support execution of the Master IDIQ PWS under the terms and conditions of the Contract, including:

- Review of existing project, program, and management system documents.
- Assume existing project, program, and management system documents, as appropriate.
- Generate necessary replacement project, program, and management system documents as determined by the Contractor to be necessary, prior to assumption of responsibility for execution of the Contract.

- Establish operations under existing or new programmatic and management systems.
 - Support DOE activities needed to determine Contractor readiness to assume responsibility for execution of this Contract under the terms and conditions of the Contract.
- e) **DOE Safeguards and Security (S&S) Survey:** During the Contract transition period and prior to assuming control and responsibility for S&S responsibilities, the Contractor shall support the DOE S&S initial survey conducted in accordance with DOE Order 470.4, Safeguards and Security Program. The results of the survey shall be documented and shall form the basis for DOE authorization to assume S&S responsibilities, in particular responsibilities for special nuclear material, classified information, and other applicable protection level assets. Following a satisfactory survey, the Contractor shall assume responsibility for all applicable S&S resources, materials, facilities, documents, and equipment.
- f) **Graded Approach:** Submit a Graded Approach for Implementation of Contract Requirements Plan for DOE approval to streamline processes, apply a graded approach, and identify efficiencies and performance improvements (e.g., DOE directives, regulations, and others) that are critical to accomplishing the Hanford Site mission. The plan shall include a review and recommendations of changes to the current Hanford Site Standards and implementing procedures for the reduction of requirements and/or streamlining processes. The Contractor shall interface with the other Site contractors on proposed changes, as necessary. The Contractor shall use the Hanford Site interface governance process to reach agreement with Other Hanford Contractors (OHC) on proposed changes.
- g) **Government-Owned Property:** Real and personal property currently accountable to the incumbent contractor for contract performance will be provided to the Contractor. During the contract transition period, an inventory record of such property in the DOE Facilities Information Management System (FIMS) and the incumbent contractor's personal property databases will be provided to the Contractor. Specifically, the following property acceptance requirements will be implemented:
- The Contractor shall perform a joint comprehensive physical inventory with the incumbent contractor of all accountable high-risk and sensitive property, as defined in the Code of Federal Regulations (CFR) Title 41 Chapter 109, during the transition period, and shall accept full accountability for the high-risk and sensitive property at the end of transition.
 - The Contractor shall accept, at the end of transition, transfer of accountability for the remaining government-owned real and personal property not covered under paragraph (1), based on existing inventory records on an "as-is, where-is" basis, or perform a wall-to-wall inventory within the transition period of the Contract. Any discrepancies with the existing inventory records shall be reported to the Contracting Officer (CO). At the end of transition, the Contractor shall assume responsibility and

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liability for subsequent losses and damages. If the physical inventory is not accomplished within the allotted time frame, the previous contractor's records will become the inventory baseline.

- h) **Legal Management Transition:** The Contractor shall provide a Litigation Management Plan in accordance with the Section H clause, Legal Management, and compliant with 10 CFR Part 719, Contractor Legal Management Requirements.
- i) **Status Reports – Transition Activities:** The Contractor shall provide weekly status reports of transition activities to DOE. The Contractor shall establish routine status meetings with DOE and affected contractors to review transition activities and issues.
- j) **Task Order Proposals:** During transition, the Contractor shall expediently provide the CO with task proposals that are compliant with FAR Subpart 15.4. The CO will provide direction, as applicable, regarding these potential task orders and will establish time frames for submission of additional task proposals.
- k) **Declaration of Readiness:** Submit a Declaration of Readiness to Execute Contract to the CO, prior to the end of transition, indicating readiness to assume responsibility for execution of the Contract. Also, identify any post-transition activities that may be required to complete transition (e.g., notifications to outside agencies of transfer of co-operator responsibilities, or completion of procedure updates).

C.2 Operation of Waste Treatment Plant Facilities

The Waste Treatment and Immobilization Plant (WTP) Project is being completed by Bechtel National, Inc. (BNI, referred to hereafter as the WTP Construction Contractor) to treat and immobilize Hanford tank waste. Upon completion of hot commissioning, operational control of designated WTP Facilities will be transferred to the ITDC. WTP Facilities may include but not be limited to the Low-Activity Waste (LAW) Vitrification Facility, Balance of Facilities (BOF), and Analytical Laboratory (LAB) (collectively known as LBL) and other facilities as designated by DOE.

The Contractor shall maintain and operate the WTP Facilities as governed by the Authorization Basis documents, including but not limited to the DOE-approved Documented Safety Analysis, Technical Safety Requirements, Chemical Safety Management Plan, regulatory authority approved permits, as well as applicable federal and state laws and codes, and approved operating procedures. Production rates and goals shall be documented in DOE-approved annual operating plans.

Upon assuming responsibilities for operations of the WTP Facilities, the Contractor shall adopt existing approved operating procedures as identified during transition to fully implement all ITDC requirements and improve facility performance. Additional changes to improve overall operational efficiency and effectiveness are expected during initial operations.

C.2.1 Commissioning

At the discretion of the DOE, the Contractor may be directed to complete aspects of startup and commissioning of the WTP facilities. This shall include, but is not limited to cold commissioning, readiness assessment, and hot commissioning activities.

C.3 Operation of Tank Farm Facilities

C.3.1 Mission Planning and Analysis

The Contractor shall integrate and optimize the Tank Closure Mission to close all 177 Hanford tanks in a manner that expedites the reduction in risk to the environment and minimizes life cycle costs and embraces the One Hanford approach. The Contractor shall maintain and submit for DOE approval a Tank Closure Mission Strategy for closure of all 177 Hanford tanks and ancillary equipment. The strategy shall, as a minimum:

- (a) Provide effective and efficient pathways to tank closure;
- (b) Include the technical bases that demonstrate feasibility and reduction in risk to the worker, environment, and DOE's environmental liability;
- (c) Evaluate innovative approaches to treatment and closure; and
- (d) Identify risk management strategies and implementation.

The Contractor shall maintain and update the Tank Closure Integrated Flowsheet and process modeling functions.

The Contractor shall support the System Planning process to meet DOE commitments, including support to modeling and analysis using current simulation tools, as well as uncertainty analysis on mission metrics, to predict lifecycle cost and schedule impacts.

The Contractor shall develop and maintain a current Lifecycle Baseline, support development by OHCs of a Hanford integrated lifecycle baseline, including schedule, risk, and cost tools, and develop corresponding Multi-Year Operating Plans based on the Tank Closure Mission Strategy.

C.3.2 Tank Farms Operations

C.3.2.1 Centralized Tank Operations

- (a) The Contractor shall maintain and operate the tank farms in a safe, effective, efficient, and compliant state while pursuing continuous improvement.
- (b) The Contractor shall:
 - (1) Ensure central command, control, and reporting of operational activities, including:
 - (i) Oversight of integrated operations and maintenance of all tank farm facilities, components, equipment to complete the Tank Closure Mission, including, but not limited to:

- A) SSTs;
 - B) DSTs;
 - C) 242-A Evaporator;
 - D) Low Activity Waste Pretreatment System (LAWPS)/Tank-Side Cesium (Cs) Removal;
 - E) LWPF;
 - F) Waste Feed Delivery System;
 - G) Cross-site transfer lines and associated facilities;
 - H) Waste storage and consolidation facilities (90-day storage pad, Building 616, Cs column pad);
 - I) Equipment for Sampling and Characterization; and
 - J) Equipment for Tank Chemistry and Integrity.
 - K) Activities described in Sections C.4 through C.9.
- (2) Provide response to and notification of operational, abnormal, and emergency conditions. Maintain the electronic and sampling systems necessary to manage tank waste inventory, including the:
- (i) Tank Waste Information Network System and Site Wide Industrial Hygiene Databases
 - (ii) Best Basis Inventory (updated quarterly to account for tank waste transfers and data from sampling)
 - (iii) Sampling program (to provide sufficient confidence to support the Tank Closure Mission)
Vapors website.
- (3) Coordinate, plan, and pay for the Waste Treatment and Immobilization Plant (WTP) contractor requirements for infrastructure, utility, and service support from the HMEC and Central Plateau Cleanup Contract (CPCC).

C.3.2.2 Single-Shell Tank System Operations

The Contractor shall maintain and operate the Single-shell Tank (SST) System in support of safe storage, retrieval, and/or treatment of tank waste.

C.3.2.3 Double-Shell Tank System Operations

- (a) The Contractor shall maintain and operate the Double-shell Tank (DST) System and the waste feed delivery system while pursuing operating and engineered solutions for maximizing usable space in the DSTs to support activities such as:
- (1) DST to DST transfers;
 - (2) Retrieval of SST waste;
 - (3) evaporator operations;

- (4) Qualification, pre-treatment, staging, and transfer of waste feed to treatment and stabilization systems;
 - (5) Receipt of waste streams; and
 - (6) Future treatment and/or stabilization methods.
- (b) The Contractor shall plan and execute the required system and/or facility upgrades to the DST system to increase reliability, achieve necessary throughput, and extend its operations life in support of the Tank Closure Mission.

C.3.2.4 242-A Evaporator

The Contractor shall maintain and operate waste evaporation capability such that it is reliable and available to support the disposition of tank waste.

The Contractor shall plan and execute 242-A Evaporator facility upgrades as needed throughout the life of the contract to increase reliability, achieve necessary throughput, and extend its operations life in support of the Tank Closure Mission.

C.3.2.5 Liquid Waste Processing Facilities

The Contractor shall maintain and operate secondary liquid waste processing capability, which include but is not limited to the Effluent Treatment Facility (ETF) and the Liquid Effluent Retention Facility (LERF), State Approved Land Disposal Site (SALDS), Treated Effluent Disposal Facility (TEDF), and capacity such that it is reliable and available to support the Tank Closure Mission.

The Contractor shall plan and execute facility upgrades to the Liquid Waste Processing Facilities (LWPFs), which are required to increase reliability, achieve necessary throughput, and extend its operations life in support of the Tank Closure Mission.

C.3.2.6 Sampling and Characterization

The Contractor shall maintain and operate ready-to-serve waste tank sampling and sample transportation capability in support of activities such as tank integrity, waste retrieval, waste transfers, 242-A Evaporator campaigns, waste pre-treatment, treatment and secondary waste treatment operations.

The Contractor shall perform tank farm vadose zone sampling, characterization, and corrective measures in coordination with the CPCC contractor to integrate these activities and drive efficiencies in the Hanford Site Groundwater Program.

The Contractor shall develop and maintain service level agreements with the 222-S Analytical Laboratory and other contracted laboratories for ready-to-serve services to support scope such as WTP planning, commissioning and operations, LWPF operations, 242A operations, retrievals, industrial hygiene, tank integrity, and vapors.

C.3.2.7 Tank Chemistry and Integrity

The Contractor shall protect the integrity of the SSTs and DSTs and minimize further degradation.

The Contractor shall:

- (a) Maintain and evaluate chemistry specifications to minimize tank corrosion, waste generation, and conflicts with treatment capabilities;
- (b) Perform visual inspections, non-destructive testing, and Independently Qualified Registered Professional Engineer (IQRPE) evaluations to monitor and evaluate the structural and leak integrity of the SSTs and DSTs;
- (c) Pursue repair techniques for DST pitting corrosion to extend usable life;
- (d) Perform in-tank monitoring for signs of waste leaks or water intrusion;
- (e) Perform evaluations of suspected leaking SSTs to determine if leaks may have been caused by issues other than line leaks, such as spare cascade fill line leaks due to overfill conditions;
- (f) Manage DST ventilation condensate addition to prevent liquid air interface corrosion;
- (g) Assess readily available monitoring and evaluation technologies and upgrade existing technologies to ensure the best available technologies are utilized; and
- (h) Minimize liquid intrusion or addition.

C.3.3 Single-Shell Tank Waste Remediation and Closure

C.3.3.1 Single-Shell Tank Closure Plans and Interim Actions

The Contractor shall:

- (a) Develop and obtain regulatory approval of final closure actions in an efficient manner, minimizing deferral of closure activities and reliance on interim actions;
- (b) Complete Waste Incidental to Reprocessing and associated Performance Assessment (PA) activities;
- (c) Continue support for Hanford Composite Analysis work for Hanford Site closure;
- (d) Provide risk mitigation, such as interim surface barriers, to reduce groundwater impacts until final closure can be completed.

C.3.3.2 Single-Shell Tank Remediation Planning

The Contractor shall:

- (a) Conduct SST waste remediation planning to develop, implement, and maintain an approved process for the selection and sequencing of SSTs for remediation in consistent with the Tank Closure Mission Strategy.
- (b) Continually evaluate existing and alternative waste remediation and leak detection methods and technologies to improve SST remediation system efficiencies and reliability and to optimize pathway(s) to tank closure.

- (c) Prevent transfer line and equipment degradation and prevent flammable gas issues and other potential safety and environmental concerns.
- (d) Manage, maintain, and operate the Cold Test Facility (CTF) in an efficient manner to support testing and development of retrieval and tank sampling technologies; this will include simulated operations for personnel training.
- (e) Determine if there is a need to separate treatment of Transuranic waste based upon tank sampling, retrieval methods, and constituents in the waste.

C.3.3.3 Single-Shell Tank Retrieval

The Contractor shall conduct SST retrievals consistent with the regulatory requirements and ensure the design and operational activities address loss of tank integrity.

C.3.3.4 Single-Shell Tank Remediation

The Contractor shall conduct SST remediation consistent with the regulatory requirements and ensure the design and operational activities address loss of tank integrity.

C.3.3.5 Single-Shell Tank Stabilization and Closure

The Contractor shall perform layup and stabilization of the SSTs once remediation operations are complete. At a minimum, layup and stabilization activities shall include:

- (a) Removal of reusable equipment
- (b) Hose-in-hose transfer line disposition.
- (c) Revision of applicable DSA and TSR controls to reflect Material at Risk reduction for remediated tank or tank farm.
- (d) Execution of closure activities in accordance with regulatory requirements.

C.4 Waste Receiver Facilities

The Contractor shall design, construct, and operate the Waste Receiving Facilities to provide compliant transfer routes from SSTs to an appropriate DST farm, if necessary to support the Tank Closure Mission Strategy.

C.5 Pre-Treatment, Treatment, Stabilization, and Disposition Capabilities

The Contractor shall design, construct, procure, and operate necessary capability to pretreat, treat, stabilize, and/or disposition tank waste consistent with the Tank Closure Mission Strategy.

C.6 Support Facilities

The Contractor shall design, construct, and operate administrative, craft support, and other mission related support facilities, as needed.

C.7 Waste Pre-treatment Systems

The Contractor shall complete Tank Side Cesium Removal system thru CD-4, *Approve Start of Operations and Project Completion*. This includes, if required to support the Tank Closure Mission Strategy, procurement, installation, startup, and commissioning of additional Tank Side Cesium Removal (TSCR) systems per the current supplier agreement.

C.8 Analytical Laboratory Support

At the discretion of the DOE, the Contractor may be directed to operate and maintain the 222-S Laboratory Complex, which may include design and construction of new office and laboratory facilities, if necessary.

C.9 Waste Storage, Transportation and Disposal

At the discretion of the DOE, the Contractor may be directed to perform activities necessary to make the Integrated Disposal Facility (IDF) fully operational for waste and disposal operations, operate and maintain the facility and transfer waste for disposal.

At the discretion of the DOE, the Contractor may be directed to design, construct, and operate a facility, or repurpose an existing site facility, to store High Level Waste (HLW) vitrified waste canisters. The facility will require load-out capability to enable transport to a deep geological repository once one is available for HLW.

C.10 Core Functions

The primary purpose of this section is to assist in describing the specific responsibilities of the Contractor within Hanford crosscutting programs. The following sections define the programs the Contractor shall establish to perform the contract scope safely and effectively. These activities are associated across all work within the PWS.

C.10.1 Project Support Performance Requirements

The following sections define the programs that must exist to safely and effectively perform the ITDC. The requirements and associated implementing instructions established under these programs shall be applied to all work within the PWS.

C.10.1.1 Project Management

- (a) Successful execution of the project management work scope will ensure cost and schedule efficiency while minimizing programmatic risks. The Contractor shall ensure project management practices are used in the performance of work, including the development of Project Management Plans (PMP), baselines, disciplined change control processes, and service level agreements.
- (b) The Contractor shall prepare and submit for DOE approval a PMP consistent with the requirements in DOE O 413.3B, *Program and Project Management for the Acquisition of Capital Assets*. The PMP shall describe the approach for managing and controlling all activities necessary to execute this Contract and shall focus on Contractor policies, methods, and approach to provide integration and control of scope, schedule, and cost information. The

capital asset projects do not need to be standalone PMPs and, instead, may be an appendix to the PMP.

(c) The Contractor shall provide all management and technical information to:

- (1) Meet the requirements of DOE O 413.3B;
- (2) Support the budget formulation activities, including but not limited to: emerging work items list, budget formulation input (including Integrated Priority List), the fall limited budget update submission, budget scenario development, and budget presentations (such as public and regulatory briefings, etc.);
- (3) Meet the data requirements of the DOE Integrated Planning, Accountability, and Budgeting System; and the Project Assessment and Reporting System (PARS-II);
- (4) Ensure transparency in project performance and efficiency in project execution;
- (5) Support audits, evaluations, and external technical reviews; and
- (6) Support other DOE project assessments and information needs.

(d) All project management information developed under this Contract shall be accessible electronically by the DOE. The desired outcome is a predictable and consistent Contractor performance aligned to customer needs conducted within annual and multi-year baselines.

C.10.1.2 Project Integration and Control and Earned Value Management

- (a) The Contractor shall provide an Earned Value Management System (EVMS) Description (EVMSD) that complies with the requirements of DOE O 413.3B; Electronic Industries Alliance (EIA)-748, *Earned Value Management System Acceptance Guide*; EIA-748, *Earned Value Management Intent Guide*; and the Section H Clause, *Earned Value Management System*.
- (b) The EVMSD shall describe the management processes and controls that shall be used to implement a compliant EVMS, manage and control work, and complete Contract requirements.
- (c) The EVMSD shall include:
 - (1) The baseline development process and the hierarchy of documents that shall be used to describe and maintain the Performance Measurement Baseline (PMB);
 - (2) Identification of the systems, tools, and software and integration of these systems with the Work Breakdown Structure (WBS) and accounting systems and data;
 - (3) The process the Contractor intends to use for earned value management, configuration control, interface control, and document control;
 - (4) The Contractor's Project Baseline Change Control Process;
 - (5) The Contractor's process for handling changes that are only impacts to costs and not identified as a schedule impact;

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- (6) The Organizational Breakdown Structure, including roles and responsibilities of each major organization and identification of key management personnel; and
- (7) A list of project software the Contractor proposes to use for project control.
- (d) The Contractor shall comply with the requirements of the Section H Clause, *Earned Value Management System*, and have the EVMS evaluated against the EIA-748 standard by a qualified, independent, third party selected by the DOE Office of Project Management Oversight & Assessments (DOE-PM). Upon completion of the evaluation and closure of all corrective actions, the DOE-PM will certify the Contractor's EVMS as compliant with the EIA-748 standard. Subsequent to the initial evaluation and certification, the DOE-PM may at any time require the Contractor to repeat the evaluation and certification process. The Contractor shall provide all necessary support to conduct the initial and any subsequent evaluations and closure of all corrective actions.
- (e) The Contractor shall also flow down EVMS requirements in accordance with the Section H Clause, *Earned Value Management System*.

C.10.1.3 Performance Measurement Baseline

- (a) The PMB shall be an integrated and traceable technical scope, schedule, and cost execution baseline that encompasses all activities to execute the requirements of this Contract; informs and is integrated with other Hanford Contractors' (OHCs') lifecycle scopes, schedules, and cost baselines, as applicable; and enables safe, effective, and efficient advancement and completion of the Hanford Site mission.
- (b) The PMB shall include the following:
 - (1) Technical Scope. The following baseline documents shall be viewed collectively as the technical scope for the cost/schedule control system:
 - (i) Contract PWS and other sections that define work scope and requirements;
 - (ii) Waste site and facility lists;
 - (iii) Approved interface agreements; and
 - (iv) WBS Dictionary Sheets (the WBS submittal shall include a data column, which cross references the WBS elements at the lowest level to the appropriate CLIN).
- (c) The PMB shall comply with the following requirements:
 - (1) The WBS shall encompass all activities required in this Contract and provide the basis for all project control system components, including:
 - (i) Estimating,
 - (ii) Scheduling,
 - (iii) Budgeting, and
 - (iv) Project performance reporting (as required under this Contract).

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- (2) Control accounts within the WBS shall be identified.
 - (3) The baseline and management thereof shall comply with EIA-748 and DOE O 413.3B.
- (d) The schedule shall:
- (1) Include all significant external interfaces, all TPA and Consent Decree milestones, other regulatory and Defense Nuclear Facilities Safety Board (DNFSB) commitments, and Government-Furnished Services and Information (GFS/I) dependencies.
 - (2) Be an activity based, resource loaded, logical network-based, and integrated plan that correlates to the WBS, is vertically traceable to the EVMS control accounts, and aligns with the Contractor's field schedules.
 - (3) Include earned value method at the activity level and be capable of summarizing from control accounts to higher WBS levels.
 - (4) Any additional working level schedules deemed necessary by the Contractor shall be integrated with the PMB and be able to provide earned value reporting in compliance with EIA-748.
 - (5) The PMB cost estimate shall include project resource plans, detailed resource estimates, basis of estimates, budgetary requirements, and identification of direct costs, indirect costs, management reserve, and fee.
 - (6) The method used to determine earned value shall be identified for each control account.
 - (7) The PMB shall be accessible to the DOE at any time through access to electronic software and native data files.
 - (8) The Contractor shall update the Enterprise Project Structure Node of the DOE Primavera P6 Schedule Database with the P6 XER files for the baseline and current performance schedules.
- (e) The PMB shall be logically tied, driven, and integrated with:
- (1) Financial system(s) for consistency and accurate reporting of information with traceability to budget and reporting requirements;
 - (2) DOE, congressional, regulatory, and external commitments; and
 - (3) Performance milestones, including contract performance incentives and other performance measures established by the DOE.

C.10.1.3.1 Performance Measurement Baseline Submittals

- (a) The Contractor shall develop and submit an initial PMB representative of the initial Task Order scope of work. Subsequent updates to the PMB will occur as each Task Order is negotiated, awarded, and incorporated into the PMB. For additional Task Order work only, these proposed PMB updates will be submitted as part of the Task Ordering Process to the CO for DOE and Contractor negotiation and DOE approval as part of the Contractor's Task

Order Proposals. The Contractor shall comply with the requirements of Section H Clause, *Task Ordering Procedure*. The Contractor shall also follow the requirements of their EVMSD requirements for baseline change control process.

- (b) The Contractor shall provide the WBS, WBS dictionary data, and basis of estimate data in either Microsoft Word® or Microsoft Access® format. Cost data shall be provided in Microsoft Access® or Microsoft Excel® format, and the schedule shall be provided utilizing the current version of Primavera Systems, Inc., Enterprise for Construction® software, unless agreed to otherwise by the DOE.
- (c) The Contractor shall provide additional data required by the Hanford Mission Essential Services Contract (HMESC)¹ for development of the Hanford Sitewide lifecycle baseline and the DOE Integrated Master Plan (IMP).
- (d) The Contractor shall support the DOE External Independent Review and Energy Systems Acquisition Advisory Board review as required.

C.10.1.4 Project Performance Reporting

The Contractor shall provide the DOE with the necessary project performance information to support budget planning and execution, project planning and execution, project performance reporting, audit and evaluation, and other DOE performance assessments and information needs.

C.10.1.4.1 Monthly Performance Report

- (a) The Contractor shall submit and transmit to the DOE a Monthly Performance Report representing the prior month's performance by the 15th of each month.
- (b) The Monthly Performance Report shall include a summary of overall contract performance and a separate report for each of the major work scopes and projects at the project baseline summary level.
- (c) The summary of overall contract performance shall include:
 - (1) Key accomplishments:
 - (i) Major issues, including actions required by the Contractor and DOE;
 - (ii) Analysis of funds expenditure, with projections for the Project by fiscal year (FY) and life of the Contract;
 - (iii) Technical scope, schedule, and cost variance analysis, including implications to near-term and long-term milestones and deliverables at risk of being missed;
 - (iv) Discussion of corrective actions currently in place to address performance issues, including initiation date of corrective actions; and
 - (v) Information on any safety or quality matters that emerged or persisted during the reporting month.

(d) Each of the major project reports shall include:

- (1) Project manager's narrative assessment:
 - (i) Significant accomplishments and progress towards completion of project goals and objectives:
 - (A) Key risks and challenges, and
 - (B) Evaluation of safety performance (including Integrated Safety Management Systems metrics and all recordable injuries, lost-time injuries, and near misses).
- (2) Business structure information to demonstrate ongoing compliance with the requirements of the Section H Clause, *Subcontracted Work*.
- (3) Project Baseline Performance:
 - (i) EVMS information using the following Office of Management and Budget (OMB) Contract Performance Report formats (refer to DI-MGMT-81466, *Contract Performance Report*):
 - (A) Format 1, DD Form 2734/1, Mar 05, *Work Breakdown Structure*;
 - (B) Format 2, DD Form 2734/2, Mar 05, *Organizational Categories*;
 - (C) Format 3, DD Form 2734/3, Mar 05, *Baseline*;
 - (D) Format 4, DD Form 2734/4, Mar 05, *Staffing*; and
 - (E) Format 5, DD Form 2734/5, Mar 05, *Explanations and Problem Analysis*.
- (4) The Contract Performance Reports shall be provided in the format forms referenced in Data Item Description (DID) DI-MGMT-81861, *Integrated Program Management Report*; unless the Contract specifies otherwise.
- (5) Contract Funds Status Report shall be provided in accordance with DID DI-MGMT-81468, *Contract Funds Status Report*; or equivalent.
- (6) Baseline schedule status, which reflects progress against the baseline and includes critical path analysis, performance trends, variance discussion(s), and potential issues related to milestones.
- (7) Contract Estimate To Complete (ETC) and Estimate at Completion (EAC).
- (8) A change control section summarizing the scope, technical, cost, and/or schedule impacts resulting from any implemented actions; and that discusses any known or pending baseline changes and utilization of management reserve.
- (9) Project risk assessment, including identification of critical risks, actions planned, and actions taken to address those risks, potential problems, impacts, and alternative courses of action; including quality issues, staffing issues, assessment of the

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effectiveness of actions taken previously for significant issues, or the monitoring results of recovery plan implementation.

(10) The project risk assessment shall also identify the engineering and technology to reduce the risk and uncertainty with the project.

(11) Actions required by DOE, including GFS/I and DOE decisions.

C.10.1.4.2 Project Review Meetings

The Contractor shall participate in a monthly contract or project review and be prepared to address any of the information in the monthly report and other information as requested by the DOE. A weekly contract or project status meeting shall be conducted at the DOE's request, to provide interim updates and address issues.

C.10.1.5 Cost Estimating

- (a) Cost estimates shall be credible, well documented, accurate, and comprehensive.
- (b) Contractor developed cost estimates form the basis of the cost baseline of the PMB and are important when evaluating proposed Contract changes. DOE uses these cost estimates for budget formulation, Contract change management, cleanup program planning, establishing a database of estimated and actual costs, and performance measurement. The Contractor shall prepare cost estimates in accordance with the requirements in the Section H Clause, *Cost Estimating*, and the Section H Clause, *Task Ordering Procedure*, of this Contract and using *The Twelve Steps of High-Quality Cost Estimating Process* identified by the Government Accountability Office (GAO) in GAO-09-3SP, *GAO Cost Estimating and Assessment Guide*, for all priced Contract actions exceeding the simplified acquisition threshold.

C.10.1.6 Scheduling

- (a) The Contractor shall support the DOE and HMESC in the development and maintenance of the DOE program IMP through the use of a DOE-provided standardized coding structure. The Contractors PMB and Integrated Master Schedule (IMS) shall utilize the DOE-provided coding structure to integrate the Contractor's activities and capital asset projects into the IMP. The IMS integrates the operations activities, capital asset projects, and other activities managed by the Contractor into one schedule. The DOE will use the individual Contractor IMS from the Contractor and OHC to construct the IMP.
- (b) The Contractor shall develop the IMS in accordance with the National Defense Industrial Association's *Planning & Scheduling Excellence Guide* (v3.0) and EIA-748 Guidelines. The Contractor's IMS shall be resource loaded.
- (c) The HMESC will lead development of the Hanford IMP for DOE.

C.10.1.7 Risk Management

- (a) Successful execution of the Hanford cleanup mission requires an integrated risk management program where crosscutting risks and mitigation actions are identified, communicated, and coordinated with the DOE and OHC. The conduct of risk management shall result in risk

informed prioritization of program, project, and infrastructure investments that facilitates successful project execution and program management.

- (b) The Contractor shall implement a risk management program in compliance with DOE O 413.3B and DOE policy, *Requirements for Management of the Office of Environmental Management's Cleanup Program*. The Contractor shall also incorporate the principles of DOE G 413.3-7A, *Risk Management Guide*, and GAO-09-3SP in its risk management process.
- (c) The Contractor shall submit a Risk Management Plan (RMP) to the DOE for approval. The capital asset projects do not need to be standalone RMPs and may be an appendix to the RMP instead. The plan shall identify the processes and procedures that will be implemented to address risk identification, qualitative risk assessment, quantitative risk analysis, risk handling, schedule risk analysis, risk monitoring and reporting, and calculating the recommended management reserve and schedule reserve required for adequate management of Contractor-controlled risk.
- (d) The Contractor shall communicate its risk analysis pertaining to crosscutting decisions to the DOE and OHCs, including agreements as to who shall be the lead for managing each risk. These crosscutting impacts shall be quantified in terms of probability, cost, and schedule impact to the overall Tank Closure Mission, where possible.

C.10.2 Environment, Safety, Health & Quality

C.10.2.1 Worker Safety and Health

The Contractor shall develop (or adapt) and implement a Worker Safety and Health Program that complies with 10 CFR 851, *Worker Safety and Health Program*, and submit the program to the DOE for review and approval.

C.10.2.1.1 Workplace Substance Abuse Programs

- (a) HMEESC establishes the Workplace Substance Abuse Program (WSAP) for the Hanford site based on 10 CFR 707, *Workplace Substance Abuse Programs at DOE Sites*, and 49 CFR 40, *Procedures for Transportation Workplace Drug and Alcohol Testing Programs*. .
- (b) The Contractor shall comply with the requirements in Section H contract clause, *Agreement Regarding Workplace Substance Abuse Programs at DOE Sites*:
 - (1) Provide a WSAP Implementation Plan to DOE for approval and review and update.
 - (2) Comply with the requirements in 10 CFR 707; DOE O 350.1, *Contractor Human Resource Management Programs*; and 49 CFR 40 as administered by the overall WSAP Implementation Plan.
 - (3) Flow down the WSAP to all subcontractors with personnel in testing-designated positions.

- (4) Comply with the HMESC-established testing program for employees in testing designated positions. Testing designated positions are identified by the Contractor and apply to employees whose duties involve:
 - (i) Access to or handling of classified information;
 - (ii) Access to or handling of special nuclear material (SNM);
 - (iii) High risk of danger to life, the environment, public health and safety, or national security; and
 - (iv) Transportation of hazardous materials to or from a DOE site.
- (5) Coordinate and provide drug/alcohol testing information to the HMESC, as required by the HMESC program and U.S. Department of Transportation regulations.
- (6) Comply with the HMESC-established procedures and records management requirements for the implementation of the WSAP.
- (7) Comply with procedures and programs established by the HMESC for education awareness on illegal substance use in the workplace, supervisory training regarding their responsibilities with impaired employees, and Employee Assistance Program services.
- (8) Report occurrence and/or reasonable suspicion testing regarding the WSAP to the HMESC within the timeframe established by the HMESC to allow notice to the DOE within 4 hours from the time the testing is ordered.

C.10.2.1.2 Safety Culture

(a) The Contractor shall:

- (1) Adopt and continuously improve organizational culture (Hanford Site core values and behaviors), Safety Culture, and Safety Conscious Work Environment, including implementation and utilization of programs/processes that support employees raising concerns without fear of retaliation. These programs/processes include, but are not limited to, the Employee Concerns Program (ECP); the Differing Professional Opinions Process; Ethics and Compliance Program/Process; and Alternative Dispute Resolution.
- (2) Continuously promote a work environment where employees are encouraged to raise concerns. The Contractor shall define expectations, rigorously reinforce those expectations, and take actions to mitigate the potential for a chilling effect.
- (3) Conduct business in a manner fully transparent to the DOE. Activities are demonstrated by open, clear, and well-communicated management actions and technical and project documentation. Identified issues and trends are proactively shared with the DOE.
- (4) Champion a culture that promotes proactive self-identification and reporting of issues that identifies and takes action on systemic weaknesses leading to sustained continuous self-improvement.

- (5) Champion a culture emphasizing the following attributes:
- (i) Demonstrated safety leadership;
 - (ii) Risk-informed, conservative decision making;
 - (iii) Management engagement and time in the field;
 - (iv) Staff recruitment, selection, retention, and development;
 - (v) Open communication and fostering an environment free from retribution;
 - (vi) Clear expectation and accountability;
 - (vii) Personal commitment to everyone's safety;
 - (viii) Teamwork and mutual respect;
 - (ix) Participation in work planning and improvement;
 - (x) Mindfulness of hazards and controls;
 - (xi) Credibility, trust, and reporting of errors and problems;
 - (xii) Effective resolution of reported problems;
 - (xiii) Performance monitoring through multiple means;
 - (xiv) Use of operations experience; and
 - (xv) Questioning attitude.

C.10.2.1.4 Industrial Hygiene

The Contractor shall implement a comprehensive Industrial Hygiene (IH) program, in compliance with 10 CFR 851 and the associated regulatory and consensus standards that are incorporated by reference.

C.10.2.1.5 Beryllium Program

(a) The Contractor shall:

- (1) Perform work in compliance with 10 CFR 850, *Chronic Beryllium Disease Prevention Program*. The Contractor shall work with the HMESC to develop and manage the integrated Hanford Sitewide Chronic Beryllium Disease Prevention Program (CBDPP) plan.
- (2) Provide interface with the HMESC Beryllium Health Advocate regarding management of the Hanford Site CBDPP.

C.10.2.1.6 Sitewide Safety Systems

(a) The HMESC integrates and coordinates the Hanford Site safety and health standards through MSC-MP-41080, *Hanford Integrated Standards Management Plan*. The Contractor shall

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participate in the development and implementation of the integrated Site safety and health programs.

- (b) The goal is to have integrated and standardized programs at Hanford for worker safety and health where there are similar hazards, requirements, and worker expectations. Since Hanford Site workers may perform work in facilities controlled by OHC, safety and health are improved through integrated and standardized safety and health programs.
- (c) The Integrated Site Safety and Health Programs provide standardized safe-work practices and applicable mandatory training provided by the HMESC. All worker safety and health practices must be compliant with 10 CFR 851. MSC-MP-41080 defines the processes used to develop, implement, maintain, and revise Site Safety and Health Standards. The processes defined in MSC-MP-41080 are intended to encourage and reinforce collaboration through a consensus process among DOE, OHC, and Bargaining Units on the Hanford Site.
- (d) Although there are ten Site standards listed in Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*, service entitled, “Site Safety Standards (Common Safety Processes),” the Contractor is allowed to increase or decrease the number of Site standards with DOE approval. Discrepancies amongst the OHCs that cannot be resolved internally by the facilitator and or Integrated and Sitewide Safety Systems Director must be elevated to the Senior Management Team for resolution. If the Senior Management Team cannot resolve the impasse, it is elevated to the DOE for final resolution. The OHCs shall adhere to the DOE decision through Contract direction. The above actions do not eliminate or replace contractor internal dispute resolution processes, Collective Bargaining Agreements, or Hanford Site employee concerns programs.
- (e) The Contractor shall:
 - (1) Work collaboratively to develop and approve MSC-MP-41080;
 - (2) Provide representatives to attend regular Site safety and health program meetings to resolve standardized safe-work practices and training needs; and
 - (3) Provide input to the HMESC, as required, to ensure integration and implementation of the Site integrated and standardized safety and health programs.

C.10.2.1.7 Radiation Protection

- (a) The Contractor shall:
 - (1) Develop and implement a Radiation Protection Program that complies with the requirements of 10 CFR 835, *Occupational Radiation Protection*, and DOE/RL-2002-12, *Hanford Radiological Health and Safety Document*. Utilize guidance from DOE-STD-1098-2017, *Radiological Control*, to develop the program.
 - (2) Utilize the Hanford Radiological Site Services defined in the Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*, service entitled, “Radiological Site Services (RSS).”

C.10.2.1.8 Radiological Assistance Program

- (a) The HMEESC manages the Region 8 Radiological Assistance Program (RAP), as described in DOE O 153.1, *Departmental Radiological Emergency Response Assets*, on behalf of the DOE. The Region 8 RAP is responsible for Alaska, Oregon, Washington, and other regions, as directed by DOE Headquarters (DOE-HQ). The RAP Mission is to provide first-responder radiological assistance to protect the health and safety of the general public and the environment; assist DOE program elements and other federal, state, tribal, and local agencies in the detection, identification, analysis, and respond to events involving the use of radiological/nuclear material. The RAP provides 24-hour a day radiological response capabilities. The RAP teams consist of the DOE and DOE contractor personnel who perform radiological assistance duties as part of their normal employment, or as part of the terms of the Contract between their employer and the DOE. The HMEESC will require augmentation of RAP Response Team personnel, equipment, and expertise, as delineated in work scope arrangements with the Contractor, OHC, or offsite vendors.
- (b) The Contractor shall:
- (1) Establish an agreement with the HMEESC detailing the specific services to be provided by the Contractor in support of the Region 8 RAP.
 - (2) Provide qualified personnel, technical expertise, equipment, and support to the DOE Region 8 RAP, as delineated in the inter-contractor agreement, to ensure maintenance and staffing of emergency teams with the ability to respond under the direction of the DOE National Nuclear Security Administration and the U.S. Department of Homeland Security.
 - (3) As specified in the inter-contractor agreement, adhere to the requirements established by the HMEESC, consistent with DOE O 153.1.

C.10.2.2 Quality Assurance

The Contractor shall submit a Quality Assurance Plan (QAP) that implements Quality Assurance (QA) program requirements identified in Section J, Attachment J-2, *Requirement Sources and Implementing Documents*, Table J-2.1, and Section E.1 using a graded approach for DOE approval. The graded approach shall be documented and submitted for DOE approval as a standalone document or combined with the QAP.

C.10.2.2.1 Requirements Management Program

- (a) The Contractor shall:
- (1) Develop, document, and implement an effective requirements management system that establishes and maintains an adequate requirements dataset and provides bi-directional traceability.
 - (2) Use the HMEESC-provided (see Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*, service entitled, "Requirements Management") requirements management software.

- (3) Participate in the requirements management forum.

C.10.2.2.2 Procedure Management

- (a) The Contractor shall:

- (1) Prepare, review, approve, issue, use, and revise documents to prescribe work processes.
- (2) Identify and control procedures to ensure proper use.

- (b) The HMEESC-provided Hanford Site Procedure Management System (see Section J, Attachment J-3 service, "Procedures Management System") is available for use by the Contractor.

C.10.2.3 Training

- (a) The Contractor shall:

- (1) Establish a training program in accordance with DOE O 426.2, *Personnel Selection, Training, Qualification, and Certification Requirements for DOE Nuclear Facilities*, and all applicable laws and regulations. The Training Program Plan shall be submitted to the DOE for approval. The program shall include a Training Implementation Matrix or training program description or plan, which shall be updated annually and submitted to the DOE for approval.
- (2) Track employee training status and notify employees of training needs (this includes training provided by OHCs, instrument vendors, and internal Contractor training). Training records shall be maintained and retrievable for current employees.
- (3) Coordinate with OHCs to consolidate training modules, where practicable.
- (4) Ensure its training program is configured/managed so the personnel who do not have the necessary training (e.g., not trained, not pre-qualified, etc.) are prohibited from performing the work requiring the training.
- (5) Coordinate mandatory Hanford Site-specific training (see Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*) through the Volpentest HAMMER Federal Training Center.

C.10.2.4 Environmental Regulatory Management

- (a) The Contractor shall:

- (1) Comply with environmental requirements and cleanup requirements under the TPA; Case No. 2:08-cv-05085-FVS, *Consent Decree, State of Washington v. Dept. of Energy* (October 25, 2010), as amended; the *Hanford Site Comprehensive Environmental Response, Compensation, and Liability Act* (CERCLA) cleanup Decisions, as listed in DOE/RL-2016-001, *Hanford Site Fourth CERCLA Five-Year Review Report*; the *Hanford Site Title V Air Operating Permit* (00-05-006 Renewal 2, Rev. B); and the Washington State's *Hanford Facility Dangerous Waste Permit* (WA7890008967).

- (2) Execute work consistent with DOE NEPA decisions.
- (3) When requested by the DOE, prepare technical information required for additional NEPA analyses and/or documentation.
- (4) Execute the Hanford Site environmental permitting and regulatory compliance activities per Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*.
- (5) Support the DOE in responding to regulatory issues.
- (6) Cooperate and coordinate when requested by the DOE during enforcement actions, including tracking, trending, and evaluating actions; coordinating and integrating responses; developing a protocol with the OHCs for enforcement inspections; and for resolving compliance issues.

C.10.2.4.1 Inspection Actions

(a) The Contractor shall:

- (1) Interface with other contractors to provide legally and contractually required air, liquid effluent, and other media environmental monitoring data.
- (2) Collect, compile, and/or integrate air and liquid effluent monitoring data from facilities assigned under the Contract.
- (3) Submit an Environmental Management System (EMS) internal audit compliant DOE O 436.1, *Departmental Sustainability*.
- (4) Every 3 years, obtain a qualified third-party audit of the Contractor's EMS.

C.10.2.5 Conduct of Operations

(a) The Contractor shall:

- (1) Establish a CONOPS Program using the graded approach to CONOPS requirements and attributes identified in DOE O 422.1, *Conduct of Operations*, for all Hazard Category 1, 2, and 3 nuclear facilities and for other than Hazard Category 1, 2, and 3 nuclear facilities. Facilities may be grouped as appropriate.
- (2) Define graded approach for causal analysis and corrective actions for High, Low, and Informational Level reports, as required by DOE O 232.2, *Occurrence Reporting and Processing of Operations Information*, in the QAP.
- (3) The CONOPS Program shall include the Contractor's implementing process or procedure for activity level work planning and control that achieves the following goals:
 - (i) Applies to all facilities and is not limited to nuclear facilities and activities;
 - (ii) Protects the worker, the public, and the environment by scoping, planning, scheduling, and preparing in a manner that results in the safe execution of work;

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- (iii) Mitigates or eliminates the hazards associated with the work;
 - (iv) Identifies the impact of work to the facility and work groups, and plan, control, and execute the work without incurring unanticipated issues resulting from the work;
 - (v) Maximizes efficiency and effectiveness of Hanford Site personnel and material resources;
 - (vi) Maximizes availability and reliability of facility equipment and systems; and
 - (vii) Maximizes continuous feedback and improvement, including worker feedback mechanisms.
- (4) DOE Handbook DOE-HDBK-1211-20014, *Activity Level Work Planning and Control Implementations*, is a resource for the Contractor to benchmark their activity level work planning and control process.

Notifications

(b) The Contractor shall:

- (1) Establish and implement practices to ensure appropriate event notification for timely response, addressing the following elements:
 - (i) If an event occurs while the Contractor is working in a facility operated by another Hanford contractor, the Contractor who has primary responsibility for the facility or activity shall make the event notification; and
 - (ii) Communications equipment for notifications.
- (2) Notify the DOE Facility Representative for events such that real time notification of DOE line management occurs for personnel injuries, personnel radioactive contamination or internal deposition, chemical exposures, work stoppages, and other situations that might receive public, regulatory, or DOE-HQ attention. The Facility Representative shall be notified on a 24-hour basis of events that reach a threshold to notify the Facility Manager, including non-reportable and adverse conditions. Additional specific criteria for Facility Representative notification shall be, but are not limited to, the following:
 - (i) Employees receiving occupational injuries or are exposed to hazards that result in transport to a first aid facility, hospital, or necessitates the use of a medical monitoring program for one or more affected individuals;
 - (ii) Employee exposure to hazardous substances (e.g., beryllium, asbestos, mercury, and lead) in excess of regulated limits;
 - (iii) Employees experience contamination of skin or personal clothing. Contractors shall distinguish between clothing contamination and skin contamination;

- (iv) Employees having indications of potential radioactive internal deposition, such as positive nasal smears, positive workplace monitoring results requiring follow-up (i.e., whole body count, bioassay), or other measured indications of a potential internal deposition;
 - (v) Issuance of a Stop Work;
 - (vi) The discovery of an immediate danger to workers, the environment, or the public;
 - (vii) The discovery that one of the barriers used to isolate hazardous energy failed (e.g., Lockout/Tagout Preparation, Technical Review, Installation, Verification, Safe Condition Check, and Safe to Work Check);
 - (viii) Transportation incident/accident involving radioactive or hazardous materials;
 - (ix) Whenever an incident occurs that involves the potential loss of control or compromise of classified or nuclear materials;
 - (x) Identification of a non-compliance with an environmental permit or requirement prior to self-notification to a regulatory authority;
 - (xi) Potential Inadequacy in the Safety Analysis; and/or
 - (xii) Violation or non-compliance of Criticality Safety Evaluation control.
- (3) Notify the Facility Representative of plans to perform event investigations (e.g., critique, fact-finding, etc.), so the Facility Representative is able to attend.

C.10.2.6 Nuclear Safety

- (a) The Contractor shall:
- (1) Perform work in accordance with the safety basis for the scope of work covered by this Contract.
 - (2) Implement a nuclear safety program that satisfies the requirements of 10 CFR 830, *Nuclear Safety Management*, including Subpart A, "Quality Assurance Requirements," and Subpart B, "Safety Basis Requirements."
 - (3) Comply with DOE/RL 2001-36, *Hanford Sitewide Transportation Safety Document*, as amended and approved by the DOE. Recognize the Central Plateau Cleanup Contractor as the responsible configuration manager for DOE/RL-2001-36, as described in Section J, Attachment J-3 service, "Hanford Sitewide Transportation Safety Document."

C.10.2.7 Conduct of Engineering

- (a) The delegations below are provided for operational flexibility. The DOE retains overall authority for the Hanford Site.
- (b) The Contractor shall:

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- (1) Function as the Design Authority when appointed in accordance with DOE O 413.3B.
 - (2) Accept delegation per DOE O 420.1C, *Facility Safety*, to act as owner, as it applies to industry codes and standards. Provide ORP with information-only copies of all owner actions regarding codes and standards, including but not limited to code interpretations, waivers and exemptions, and requests for clarification. ORP may over-ride Contractor code and standard decisions made as owner.
 - (3) Act as the National Fire Protection Association (NFPA) 70, *National Electrical Code*, Authority Having Jurisdiction.
-
- (4) Develop a process to delineate which design products are stamped by a licensed professional engineer for DOE's approval and implement as approved.
 - (5) Be responsible for the professional quality, technical accuracy, and the coordination of all designs, drawings, specifications, and other services furnished by the Contractor under this Contract.
 - (6) Submit to DOE an Independent Qualified Registered Professional Engineer review, as required by WAC 173-303, "Dangerous Waste Regulations."
 - (7) With the Contractor as the Hanford site lead, develop and maintain and interface with OHCs regarding the Hanford Site Natural Phenomena Hazards (NPH) requirements document, HNF-SD-GN-ER-501, *Natural Phenomena Hazards, Hanford Site, Washington*, in accordance with the Attachment J-3.b service entitled, "Hanford Site Natural Phenomena Hazards."
 - (8) Utilize the Hanford Site NPH requirements document, HNF-SD-GN-ER-501, in the design, construction, and analysis of facilities assigned to this Contract in accordance with DOE O 420.1C.
 - (9) Develop quarterly System Health Reports to status and trend the operability, reliability, and material condition of the active safety class, active safety significant systems to include the following elements:
 - (i) A system scorecard or health score,
 - (ii) System operational status, including key equipment availability,
 - (iii) Maintenance backlog,
 - (iv) Closed and outstanding corrective actions,
 - (v) Closed and outstanding problem or adverse condition reports,
 - (vi) System deficiencies,
 - (vii) System performance trending,
 - (viii) Material condition assessment, including any walkthrough results, and
 - (ix) Other significant events and issues.

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C.10.2.8 Conduct of Maintenance

C.10.2.8.1 Real Property Maintenance

- (a) In accordance with DOE O 430.1, *Real Property Asset Management*, real property assets must be sustained by maintenance, repair, and renovation activities to ensure: mission readiness; operational safety; worker health; environmental protection and compliance; security; and property preservation to cost-effectively meet program missions.
- (b) The Contractor shall:
- (1) Establish and document a maintenance management program for real property assigned to this Contract that includes the following:
 - (i) Establish a Computerized Maintenance Management System (CMMS) that provides the ability to track, capture, document, and demonstrate the real property maintenance cost expenditures at the component level.
 - (ii) Develop a method to determine the minimum acceptable level of condition for each asset; methods for categorizing Repair Needs (RN) deficiencies that are also classified as Deferred Maintenance (DM); management of the DM backlog; and a method to prioritize maintenance work.
 - (iii) Keep existing facilities in an acceptable condition to function and sustain in the support of the current mission. This includes a management process for planning and budgeting for known, future cyclical maintenance, repair, and renovation requirements for major building components or infrastructure systems; and a mechanism to track direct and indirect funded expenditures for maintenance, repair, and renovation at the asset level.
 - (iv) Develop a technical and management process to align the performance, functional, and physical attributes of real property facilities, structures, systems, and components in the maintenance program with associated requirements, design, and operational information.
 - (v) Ensure real property asset availability for planned use or disposition using preventive and predictive maintenance and repairs.
 - (vi) Develop a 5-year forecast (by FY) and update annually to identify financial investments for sustainment of real property assets to support DOE strategic plans, program guidance, and Departmental performance targets. Include consideration for desired level of service, remaining service life, current condition assessments, Energy Independence and Security Act energy and water evaluations, utilizations surveys, the mission dependency of the asset, and projected funding for DM reduction.
 - (vii) Support the HMEESC in the Hanford Site Condition Assessment Surveys/Condition Assessment Information System for assigned facilities, other structures and facilities, real property trailers, and real property CONEX boxes.

Any issues found during condition assessments surveys will be handled in accordance with the Contractor Assurance System (CAS).

C.10.2.8.2 Nuclear Facility Maintenance

- (a) The Contractor shall perform maintenance in accordance with the requirements of DOE O 433.1, *Maintenance Management Program for DOE Nuclear Facilities*, to minimize the likelihood and consequences of human fallibility or technical and organizational system failures.
- (b) The Contractor shall:
 - (1) Develop and implement a Nuclear Maintenance Management Program (NMMP) using the general and specific requirements and attributes identified in DOE O 433.1 for the DOE Hazard Category 2 and 3 nuclear facility.
 - (2) Provide to the DOE for approval the NMMP description documents, consisting of entries for each general and specific maintenance requirement and attribute of DOE O 433.1.
 - (3) Review, update, and obtain DOE approval of nuclear maintenance documentation demonstrating conformance at inception, when changes in conditions requires changes in the documentation, and at least every 3 years or as directed by the DOE (minor administrative changes and corrections or routine updates to cited documents do not require new DOE approval).
- (c) An NMMP may be written to encompass both nuclear and non-nuclear facility maintenance in a single program.

C.10.2.8.3 Personal Property Maintenance

- (a) The Contractor shall:
 - (1) Complete the *Deferred Maintenance and Repairs Disclosure for Personal/Capital Equipment Form* by September 30 for each year. For capital equipment not to be reported on by the Contractor, a request also shall be submitted to the DOE for approval of non-reporting. The following definitions for DM and RN are provided:
 - (i) DM and Repair: Maintenance and repairs that were not performed when they should have been, or were scheduled to be, and which are put off or delayed for a future period (Federal Accounting Standards Advisory Board, Statement of Federal Financial Accounting Standards 42, “Deferred Maintenance and Repairs”). Record in Facility Information Management System (FIMS) only the DM cost estimates associated with real property assets.
 - (ii) RN: The estimated cost to restore a real property asset’s component system failures, noted during a condition assessment survey to a state substantially equivalent to the most recently configured capacity, efficiency, or capability. The “needs” originate from the real property asset, not necessarily management. The RN will always equal or exceed the DM; the difference between the two depends

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on each noted deficiency's optimum period and acceptability to management (adapted from Federal Real Property Council, *2013 Guidance for Real Property Inventory Reporting*).

- (2) Align and integrate the CMMS, addressed in this section, for tracking all Personal Property Maintenance Activities Work Packages, including cost and schedule.

C.10.2.9 Fire Protection Program

- (a) Existing Fire Protection Exemptions and Equivalencies are provided in Section J, Attachment J-2, *Requirement Sources and Implementing Documents*, Table J-2.2.
- (b) The Contractor shall:
 - (1) Institutionalize and recognize the Hanford Fire Marshal's (HFM's) authority, as contained in the "Authority, Responsibilities, and Duties and Enforcement" section of the DOE approved HFM Charter (see HNF-52336, *Authority, Responsibilities, and Duties of the HFM* [aka Fire Marshal's Charter]).
 - (2) Ensure individuals performing testing of backflow preventers shall have a Washington State Backflow Assembly Tester certificate issued by the Washington State Department of Health.
 - (3) Ensure new projects and facility design, construction, and modifications involving fire systems are in accordance with HNF-36174, *DOE Fire Protection Handbook – Hanford Chapter*, Hanford Fire Protection Design Requirements.
 - (4) Ensure all fire permits required by NFPA 1, Section 1.12, "Fire Code," shall be issued by the HFM permit system. HFM permits shall be obtained and posted (or readily accessible) prior to the proposed activity or configuration.

C.10.2.10 Personal Property Management

C.10.2.10.1 Personal Property Management Program

- (a) The Hanford Site Personal Property and Materials Management Program managed by the HMESC is an over-arching program conducted in accordance with established DOE directives and other regulations and laws that enables effective and efficient stewardship of personal property assets and optimum reuse and disposal of Federal personal property.
- (b) The Contractor shall participate with the HMESC in the development and execution of the Hanford Site Personal Property and Materials Management Program. The program provides for efficient tracking of accountable personal property Sitewide, management of the primary property management Sitewide database, including providing Sitewide property management reports and other related systems, central recycling, excess property dispositioning, equipment transfers and loans, and maintenance of central warehouses and associated inventory. Discrepancies amongst the contractors that cannot be resolved internally shall be resolved through the interface management process.

- (c) The Contractor shall manage a Contract-specific Personal Property and Materials Management Program consistent with the Hanford Site Program and requires the following:
- (1) Provide a Contract-specific Personal Property and Material Management Program (Property Management System) and submit for DOE approval;
 - (2) Work with the HMESC and OHCs in establishing Hanford Site Personal Property and Materials Management policies and procedures;
 - (3) Conduct a complete, wall-to-wall, physical Contractor Controlled Inventory, including bar coding and tagging, as applicable, and provide a report to the DOE;
 - (4) Participate in Sitewide personal property borrowing and loaning activities (domestically and abroad); loans of Government property to and from non-contractors, other DOE sites, and/or other agencies;
 - (5) Participate in the Sitewide precious metals recycling program; and
 - (6) Maintain an accurate inventory throughout the lifecycle of the Contract.

C.10.2.10.2 Disposition of Excess Personal Property

- (a) When personal property in Condition Code 1, 4, or 7 (see 41 CFR 102-36.240, *What are the disposal condition codes?*) is determined to be excess to the needs of this Contract, it shall be posted on the Sitewide Excess Personal Property Bulletin Board for 7 days. If the asset is not reutilized on the Hanford Site, then the Contractor shall use the HMESC for further and final disposition.
- (b) The Contractor shall:
- (1) Manage planning, coordination, asset isolation, cleanup, preparation for removal, transfer, and other activities required to complete the transfer of targeted assets;
 - (2) Process scrap metal, paper, wood, and recyclable materials through HMSEC;
 - (3) Report excess items within the timeframes specified in FAR 52.245-1, *Government Property*, and 41 CFR 109; and
 - (4) Disposition nuclear-related or proliferation sensitive property in accordance with the requirements of 41 CFR 109 and DOE O 474.2, *Nuclear Material Control and Accountability*.

C.10.2.10.3 Inventory Management

- (a) The Contractor shall:
- (1) Manage assigned inventory warehouses. Assigned warehouse facility operations shall provide for tracking, storage, and disbursement of inventory items.
 - (2) Perform an annual inventory of government property within warehouse facilities and other storage locations (e.g. tool cribs, laydown areas, conex boxes) assigned to this Contract.

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- (3) Support an annual inventory with the HMESC as the lead of the HMESC's convenience storage warehouse and any other shared warehouses containing personal property for this Contract.
- (4) Maintain appropriate levels of designated supplies and emergency response-related items to ensure the timely availability of critical items.
- (5) Establish the most cost-effective method to provide common-use and critical items, including onsite storage, just-in-time contracts, and basic ordering agreements.
- (6) Follow the priorities for use of mandatory government sources listed in FAR Part 8, *Required Sources of Supplies and Services*, prior to purchasing personal property.
- (7) Maintain stock on hand or provide immediate access to critical items.
- (8) Support the Hanford Site automated material systems required to provide customer access and accountability for stored items.
- (9) Develop, implement, and administer the Spare Parts Program for this Contract in compliance with DOE O 433.1.

C.10.2.11 Real Property Asset Management

- (a) The Contractor shall participate and coordinate with the HMESC in strategic and tactical planning of real property short-term and long-term forecasts for this Contract and provide information to the HMESC to document appropriately in master plans: Infrastructure and Services Alignment Plan (ISAP), Five-Year Site Plan (FYSP), Facility Master Plan, and other planning activities (e.g., Hanford Site Population Forecasts) being developed and maintained by the HMESC.

C.10.2.11.1 Facilities Information Management System (Reporting Systems)

- (a) The Contractor shall:
 - (1) Provide to the HMESC FIMS Administrator, on an annual basis, the required maintenance costs and other data elements that need to be updated in the FIMS at the asset level, utilizing the captured component level maintenance data to meet the FIMS reporting requirements and timelines. The provided FIMS data shall be current, complete and accurate.
 - (2) Participate in the annual FIMS data validation effort, encompassing records review, onsite asset inspection, and validation of a select number of records. Support development of validation scorecard results and corrective action plan.
 - (3) Support the HMESC to develop real property performance measurement/metrics for the Hanford Site to trend lifecycle management of real property assets.

C.10.2.11.2 General Purpose Facility Planning and Management

- (a) The Contractor shall, with the HMESC as the lead, participate in the Joint Contractor Space Utilization Board to:

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- (1) Coordinate, manage, and integrate office and warehouse needs across the Hanford Site to provide cost-effective, efficient, safe, and secure posture of real property to meet operating requirements.
- (2) Evaluate the supply and demand of facilities for the Hanford Site to develop, maintain, and implement a collective strategy and objective to support and improve the effectiveness and efficiencies of facilities, as documented in the ISAP, FYSP, and Facility Master Plan.

C.10.2.11.3 Land-Use Planning and Management

- (a) The Contractor shall coordinate with and support the HMESC in a range of real property activities, such as conducting land-use planning for areas and specific parcels; conducting reviews and integrating land-use requests for new facilities, infrastructure systems, land improvements, or change of land-use; conducting land management activities, including day-to-day implementation of the Comprehensive Land-Use Plan (CLUP); managing land-use requirements and beneficial reuse of land; and conducting real estate activities in the out-grant and disposal of real property or interests therein.
- (b) The desired outcome for land-use planning and management is to perform work in compliance with the CLUP and its implementing plans and procedures, support the HMESC in performing management of real property at the Hanford Site for the DOE, and cooperate in the use of real property among OHCs.
- (c) The Contractor shall:
 - (1) Comply with the CLUP and associated Area and Resource Management Plans, as directed or interpreted by the DOE.
 - (2) Provide input to the HMESC to assess the need for updating the existing or developing new Area Management Plans and Resource Management Plans.
 - (3) Ensure that land-use actions related to this Contract do not impede safety or completion of OHCs' projects on the Hanford Site.
 - (4) Provide necessary data and information to the HMESC for performing Hanford Site Land-Use Planning and Management and for the development, maintenance, and implementation of an integrated, comprehensive Land Management Tracking and Documentation System.
 - (5) Maintain real property assets and identify corrective actions for deficiencies in land-use. Document and track deficiencies until corrective actions are completed.
 - (6) Participate in the Site Selection and Evaluation and Excavation Permit Processes managed by the HMESC.
 - (7) Provide land-use planning and management information to the HMESC for the Stewardship Information Portal and the integration of data from data systems, including but not limited to:

- (i) Ecological Information System,
- (ii) Waste Information Data System and Wells,
- (iii) Stewardship Information System,
- (iv) Real Estate Records,
- (v) Borrow Pits,
- (vi) Site Evaluations,
- (vii) Site Excavation Permits,
- (viii) FIMS,
- (ix) CAS,
- (x) Hanford Structure Responsibility Assignment Matrix,
- (xi) Caretaker II,
- (xii) Chemical Information Tracking System, and
- (xiii) Hanford Fire Occupancy Permits.

C.10.2.12 Closure and Post-Cleanup Surveillance and Maintenance

(a) The Contractor shall:

- (1) Complete all activities required to safely and effectively transition areas where waste site remediation and facility Deactivation, Decontamination, Decommission, and Demolition has been completed in accordance with regulatory requirements to the Hanford Post-Cleanup S&M Program.
- (2) Submit for DOE approval a Post-Cleanup S&M Plan that provides the proposed approach and criteria to be met for post-cleanup S&M.
- (3) Submit for DOE approval Remedial Action Reports (RARs) for each of the areas described in DOE/RL-2010-35, *Hanford Long-Term Stewardship Program Plan*. The RARs shall document the completion of interim remedial action for each area.
- (4) Support the conduct of a closure review with the HMESC to confirm that documentation of waste site closure is consistent with the CERCLA ROD, and no further action is needed to protect HHE by final RODs. This review shall also capture any interface control requirements included under the Long-Term Stewardship (LTS) Institutional Control Program.
- (5) Work with the HMESC, as necessary, to prepare and provide the necessary documentation, and participate as part of the Integrated Project Team to transition each of the cleaned up areas into the post-cleanup S&M Program and, ultimately, to the Office of Legacy Management. The transitions shall be performed in accordance with DOE/RL-2010-35.

C.10.2.13 Information Management

Strategic Planning, Governance, and Enterprise Architecture

- (a) The Contractor shall participate in a Governance Advisory Board (Board) composed of key senior IT managers (Contractor, OHCs, and the DOE) and stakeholders, subject to the approval of the DOE Federal Chief Information Officer. The Board will provide policy guidance (e.g., analyses to be used by the government to develop policy), advice, and assistance in the definition, design, and implementation for the IT Program. In addition, the Board serves as the core group providing advocacy for IT services, business, and technology infrastructure across the Hanford Site. The governance function will work to foster full integration between the Hanford Enterprise Architecture and Capital Planning and Investment Control (CPIC) processes; including the strategic planning, investment management, and portfolio management. The Board serves as the focal point for the development and coordination of Hanford Sitewide policy and guidance, including standards and best practices for IT services and infrastructure. This team is responsible for establishing common terminology definitions and frameworks, including policies, standards, processes, and procedures.
- (b) The Contractor shall execute this Contract in accordance with OMB Circular A-130, *Management of Federal Information Resources*, and provide detailed input into the ongoing CPIC process, including but not limited to: IT investment cost, schedule, and risk. This also includes responding to occasional data calls for more detailed IT investment and performance information.
- (c) IM Strategic Planning and Enterprise Architecture: The Contractor shall ensure participation in the Board sufficiently demonstrates engagement in the Strategic Planning and Enterprise Architecture.
- (d) Hanford Site IM Standards: Site IM standards are managed through the DOE or a separate DOE integration contractor via the Board. The Contractor shall adhere to established Hanford Site IM standards.

C.10.2.13.1 Information Management - Technical

- (a) The Business Management System (BMS) is a collection of various enterprise IM investments that provide core business functions, such as Enterprise Resource Planning (including business intelligence, human resources, supply chain, finance, work management, and other related functions). The BMS is managed through the DOE or a separate DOE integration contractor (e.g., HMESEC). In accordance with the business and mission requirements outlined in this and other sections of the Contract, the Contractor shall utilize the BMS information systems and services, as necessary and sufficient, to support Enterprise Resource Planning and other business functions.
- (b) For infrastructure and other Contractor-proposed systems not mentioned elsewhere in this Contract but deemed mission essential, the Contractor shall provide the full lifecycle

management for approved systems. The systems shall be compatible with other systems utilized by the DOE.

- (c) The Contractor shall comprehensively identify its Supervisory Control and Data Acquisition (SCADA) Systems/Industrial Control Systems (ICS) and feed this information into the Business Impact Assessment Process conducted by the DOE or DOE integration contractors. The Contractor shall extend and integrate IT practices, programs, procedures, and requirements (e.g., engineering, configuration management, governance, architecture, cyber security, etc.) to its SCADA/ICS. Specialized cyber engineering services are available in Section J, Attachment J-3.
- (d) The Contractor will have access to the DOE or DOE integrator contractor managed software assets covering many common business and mission needs. More details can be found in Section J, Attachment J-3.

C.10.2.13.2 Government-Furnished and Other Available Software

- (a) The Contractor will be provided access to the software systems listed in Section J, Attachment J-11, *Government-Furnished Services and Information (GFS/I)*, and other software systems, as may be necessary to coordinate information exchange with customers and interface partners.
- (b) The Contractor shall:
 - (1) Where applicable, use the software systems listed in Section J, Attachment J-11. The Contractor is not responsible for any updates of listed software except where noted.
 - (2) Regarding software engineering and development, bring software development needs to the attention of the Board, as found in Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*.
 - (3) Provide any additional databases and software programs they deem necessary to manage staff training requirements, facility equipment, analytical data, compliance with environmental regulations, and protection of the safety and health of its employees, in accordance with the strategic planning and governance provided above.
 - (4) Ensure that all software meet the QA Requirements of their software QAP.

C.10.2.13.3 Government-Furnished Services and Information

- (a) The Contractor will be provided with some programs and services to accomplish its mission. A detailed listing of services and information is given in Section J, Attachment J-11, *Government-Furnished Services and Information (GFS/I)*.
- (b) The GFS/I included in this Contract are for the first year of this Contract term. The DOE is committed to providing effective support to the Contractor throughout the period of Contract performance, and the Contractor may request that the DOE consider providing additional GFS/I. To manage the GFS/I furnished under this Contract, and to evaluate the additional GFS/I that may be required by the Contractor, the Contractor shall submit for DOE approval:

- (1) GFS/I Request: 12-month advance projection of GFS/I to be furnished under the Contract and additional Contractor-requested GFS/I, submitted prior to each FY for DOE approval.
 - (2) GFS/I Request - Update: Quarterly update to the projection of GFS/I to be furnished under the Contract and additional Contractor-requested GFS/I, submitted prior to each quarter for DOE approval.
- (c) The DOE will review the 12-month and quarterly advance projections. If the DOE can support the additional Contractor-requested GFS/I, the DOE will notify the Contractor within 30 days that the additional Contractor-requested GFS/I can be provided, and will provide the Contractor details regarding DOE action(s). The supported GFS/I will be added to Section J, Attachment J-11 by Contract modification. If the DOE cannot support a Contractor request, the DOE will notify the Contractor within 30 days that the requested GFS/I cannot be provided, and there will be no DOE commitment to the Contractor to furnish the GFS/I.
- (d) For the additional Contractor-requested GFS/I, the DOE will use its best efforts to meet these requests. However, in the event the DOE is unable, for any reason, to provide the Contractor with its requested additional GFS/I, the Contractor remains fully and solely responsible for obtaining the needed services and/or information in a timely manner and without any further recourse against the DOE.

C.10.2.13.4 Records

- (a) Records Management is a key component of documenting the Hanford Site's legacy, compliance, cleanup progress, and decisions. It is essential the Contractor maintains and manages records to ensure adequate and proper documentation of work accomplishments and to document DOE stewardship of federal responsibilities and funds. The Contractor shall develop a strategy for lifecycle management of records, including inventory and schedule management, vital records, restoration, preservation for litigation actions, major collection management, and long-term records storage.
- (b) The Contractor shall:
- (1) Conduct Records Management in accordance with 44 USC, *Public Printing and Documents*, Chapters 21, 29, 31, 33, and 35; 36 CFR, Subchapter B (Chapter XII), "Records Management"; the current DOE Records Management Program and Vital Records Orders in Section J, Attachment J-2, *Requirement Sources and Implementing Documents*; and any other DOE requirements, as directed by the CO. These functions include, but are not limited to:
 - (i) Tasks associated with creation/receipt, maintenance, storage/preservation, protecting, scheduling, indexing, and dispositioning of active and inactive records;
 - (ii) Retrieving records from on- and offsite storage facilities; and
 - (iii) Supporting new and ongoing *Freedom of Information Act* (FOIA), *Privacy Act* (April 1984), *Energy Employees Occupational Illness Compensation Program Act*, Former Worker Medical Screening Program, CBDPP, congressional inquiries,

litigation holds, and legal discovery requests to ensure that records in Electronic Information Systems can provide adequate and proper documentation for as long as the information is needed.

- (2) Ensure records generated in the performance of the Contract containing personal information routinely retrieved by name or other personal identifier are classified and maintained in *Privacy Act* System of Records (SOR) in accordance with FAR 52.224-2, *Privacy Act*, and DOE O 206.1, *Department of Energy Privacy Program*.

- (3) Preserve and disposition records in accordance with National Archives and Records Administration-approved records disposition schedules.

Note: Records Retention Standards are applicable for the classes of records described therein, whether the records are owned by the Government or the Contractor (see DEAR 970.5204-3, *Access to and Ownership of Records*).

- (4) Prepare/revise, submit for DOE approval, and execute an approved Records Management Plan, which addresses, at a minimum, Records Disposition Plan, Vital Records Program Plan, Vital Records Update, and Records Management Close-out Plan consistent with records management regulations.
- (c) All records (see 44 USC 3301, *Definition of records*, for statutory definition of a record) acquired or generated by the Contractor in performance of this Contract, except for those defined as Contractor-owned (see Section I Clause, *DEAR 970.5204-3 Access to and Ownership of Records*) and including, but not limited to, records from a predecessor contractor (if applicable) and records described by the Contract as being maintained in *Privacy Act* SORs shall be the property of the Government.

C.10.2.13.5 Electronic Records Management System

- (a) The only certified Electronic Records Management System on the Hanford Site is the Integrated Document Management System (IDMS) based on the OpenText content server product, administered and maintained by the HMESC.
- (b) The IDMS shall be used as the repository for electronic records unless a replacement system is implemented.
- (c) The Contractor shall develop and implement a plan, subject to approval by the DOE, to manage the Contractor's records in IDMS.

C.10.2.13.6 Hanford Radiological Records Program

- (a) The Hanford Radiological Records Program provides for the management and preservation of current and former radiation monitoring records for the DOE (and predecessor agencies) employees, Hanford Site contractors, subcontractors, and visitors, including records of existing and past Hanford Site Radiation Dosimetry policies and practices, to demonstrate compliance with radiation exposure requirements.

- (b) The Contractor shall utilize the HMESC Hanford Radiological Records Program (Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*, service entitled, “Radiological Site Services [RSS]”).

C.1.13.7 Other Information Management Services

- (a) The Contractor shall:

- (1) Acquire services necessary for mission performance in accordance with Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*.
- (2) Regarding software engineering and development, bring software development needs to the attention of the Board as found in Section J, Attachment J-3, *Hanford Site Services and Interface Requirements Matrix*.

C.10.2.14 Contractor Assurance System

- (a) The CAS covers the full scope of Contractor operations and is applied to all operating and business functions, including systems for the protection of the worker, public, environment, property, business, and financial matters.
- (b) The Contractor shall:
- (1) Develop and implement an effective CAS that complies with DOE O 226.1, *Implementation of Department of Energy Oversight Policy*.
 - (2) Participate in the CAS Forum for the purposes of: development, approval and maintenance of the Sitewide Assurance Systems Approach Document for the purpose of identifying and describing approaches; benchmarking best practices; consolidating contractor feedback; and managing workflow configuration alignment among the DOE, HMESC, and other participating prime contractors.
 - (3) Develop and implement appropriate workflow applications using the HMESC-provided software.
 - (4) Develop and submit an implementation plan to the DOE aligning CAS elements and implements procedures with the Sitewide Assurance Systems Approach Document and the HMESC-provided software.

C.10.3 Security and Emergency Services

The Contractor shall ensure the protection of DOE assets by implementing DOE and HMESC requirements for Safeguards and Security (SAS), Emergency Services, and Emergency Operations.

C.10.3.1 Safeguards and Security Management

C.10.3.1.1 Safeguards and Security Program Management

- (a) The Contractor shall coordinate and interface with the HMESC and its subcontractors who provide SAS services (e.g., Hanford Site access control, security police officers, and vulnerability analysis).
- (b) The Contractor shall perform the following SAS program management functions.

C.10.3.1.2 Safeguards and Security Program Planning, Oversight, and Administration

- (a) The Contractor shall identify and coordinate their SAS operational planning activities with the HMESC operational planning activities on a Hanford Sitewide basis.
- (b) The Contractor shall provide SAS technical, cost, and schedule performance information to the HMESC.

C.10.3.1.3 Security Conditions

- (a) The Contractor shall conform to and comply with the DOE security conditions system.
- (b) The Contractor shall comply with any protective measure requirements implemented in the event of a crisis or emergency and/or in response to a malevolent or terrorist threat to any or all DOE facilities, assets, and personnel.

C.10.3.1.4 Site Safeguards and Security Plan and Other Safeguards and Security Plans

The Contractor shall provide information to the HMESC, which includes Site-specific assets and security interests, in support of maintaining the Hanford Site Security Plan and other SAS plans. The Contractor shall comply with the Hanford Site Security Plan and other approved SAS Plans.

C.10.3.1.5 Vulnerability Assessments

The Contractor shall provide the necessary operational and technical expertise in support of the preparation of vulnerability assessments, security analyses, and special SAS studies and evaluations, as identified by the HMESC for the Hanford Site.

C.10.3.1.6 Design-Basis Threat

The Contractor shall implement SAS actions, procedures, and/or processes as assigned by the DOE, necessary to comply with the DOE design-basis threat (DBT) requirements. Overall DBT implementation actions and/or plans shall be consolidated and prepared by the HMESC and approved by the DOE.

C.10.3.1.7 Performance Assurance

The Contractor shall provide information to the HMESC to support preparation of the Hanford Sitewide Performance Assurance Program Plan, as part of the Hanford Site Security Plan.

C.10.3.1.8 Surveys, Reviews, and Assessments

- (a) The Contractor shall provide operational and technical expertise, when requested, to support SAS surveys, reviews, assessments, and/or SAS performance tests (e.g., force-on-force exercises) that are conducted by the HMESC and/or DOE for SAS program elements.
- (b) The Contractor shall conduct formal self-assessments at intervals consistent with risk management principles and/or as directed by the DOE-cognizant security office.
- (c) The Contractor shall identify, implement, and close corrective actions for deficiencies in accordance with the SAS corrective action management programs and applicable DOE requirements. The Contractor shall coordinate with the HMESC on the input of information into various SAS tracking databases for findings identified in self-assessments, DOE periodic SAS surveys, and by other outside sources in the SAS Program.

C.10.3.1.9 Facility Clearance and Registration

The Contractor shall submit all required information to the HMESC for facility clearance and registration actions.

C.10.3.1.10 Safeguards and Security Training

The Contractor shall identify SAS training needs for its staff and shall arrange, fund, and schedule training in accordance with applicable requirements.

C.10.3.1.11 Safeguards and Security Awareness

- (a) The Contractor shall:
 - (1) Comply with the requirements of the Hanford Security Awareness Program;
 - (2) Maintain awareness of Hanford Sitewide security issues/topics and incorporate them into the Contractor's internal practices and procedures, as appropriate; and
 - (3) Implement supplementary SAS awareness activities and/or briefings (e.g., at staff and safety meetings across the Hanford Site) in coordination with Sitewide policies.

C.10.3.1.12 Classified Visits

The Contractor shall submit required information to the HMESC for classified visits and comply with the requirements of the approved Site Security Plan managed by the HMESC. The Contractor's Classified Visits procedures shall ensure that only persons with the appropriate access authorizations and need-to-know receive access to classified information or matter in connection with visits involving the release or exchange of classified information or matter.

C.10.3.1.13 Equivalencies and Exemptions

- (a) The Contractor shall:
 - (1) Identify, evaluate, and submit equivalencies and exemptions to SAS requirements to the DOE.

- (2) Coordinate with the HMESEC prior to submitting equivalencies and exemptions to the DOE. Equivalencies and exemptions requests shall be applicable and unique to the project/program scopes of work and submitted only when other means to meet requirements would not meet DOE SAS program objectives.

C.10.3.1.14 Incidents of Security Concern

(a) The Contractor shall:

- (1) Develop and implement procedures and processes consistent with DOE requirements for addressing incidents of security concern;
- (2) Provide information and facility access to the HMESEC for investigation of security incidents;
- (3) Develop and implement corrective actions; and
- (4) Provide information to the HMESEC to support administration of the Hanford Site Security Infraction Program.

C.10.3.2 Physical Security

(a) The Contractor shall:

- (1) Comply with HMESEC security plans and DOE security plans/requirements.
- (2) Support the HMESEC in developing or updating facility asset protection agreements for facilities and conduct operations consistent with the agreements.
- (3) Submit through the HMESEC for DOE review and approval any SAS arrangements or changes prior to operations commencing, or changing operations, or configurations that might alter the performance of existing SAS systems (e.g., limited/protected area boundaries, physical security configurations and associated hardware [sensors/cameras], patrol coverage and responses, safeguards methods or boundaries, and entry/access control systems/procedures).
- (4) Be responsible for all facility security costs, including capital investments and maintenance, except for sensors or equipment that is a component of a security system (for example, a communication cable from a sensor to a central processing unit). The HMESEC is responsible for security system-specific costs.

C.10.3.2.1 Protective Forces

- (a) The HMESEC provides Protective Forces (e.g., armed personnel, specialized equipment, and tactical procedures) to protect DOE assets, including people and property on the Hanford Site. The HMESEC is responsible for the protective force activities. However, many areas (e.g., information about the facility, reporting about events in the facility, and access to the facility) of facility operations management shall require cooperation and/or support from the Contractor.

(b) The Contractor shall:

- (1) Support and integrate operational/business activities in conjunction with the HMESC Protective Forces in use at Hanford for the physical protection of SNM, classified materials, industrial assets, and mitigation and deterrence of radiological and toxicological sabotage events.
- (2) Manage activities consistent with DOE Richland Operations Office (RL) approved risk and vulnerability assessments, the Hanford Site Security Plan, and other security plans and facility asset protection requirements coordinated by the HMESC that involve the use of Protective Forces.

C.10.3.2.2 Information Security

- (a) The Contractor shall ensure that appropriate resources are applied and processes are developed to integrate and comply with the Hanford Site Security Plan and DOE requirements for the identification and protection of sensitive and classified information and matter. The scope shall include, but is not limited to; Classification, Classified Matter Protection and Control, Controlled Unclassified IM (e.g., Official Use Only [OUO]), Unclassified Controlled Nuclear Information (UCNI) and Operations Security (OPSEC).
- (b) The Contractor shall ensure that all sensitive and classified information is protected and controlled commensurate with its classification level, category, and applicable caveats.

C.10.3.2.3 Operations Security

- (a) The Contractor shall:
 - (1) Participate in and support Hanford Sitewide OPSEC Working and Awareness groups and perform the necessary management and support functions required for an effective OPSEC program;
 - (2) Provide support to HMESC's OPSEC assessments of all Hanford Site facilities having Category I SNM and OPSEC's reviews of all Hanford Site facilities that have the potential to process or store classified or controlled unclassified information;
 - (3) Support the annual Site OPSEC threat assessment and preparation of the annual OPSEC plan;
 - (4) Conduct website reviews for OPSEC purposes;
 - (5) Review information generated for this Contract for critical information; and
 - (6) Assist the HMESC and/or DOE in the development of indicators and countermeasures.

C.10.3.2.4 Classified Matter Protection and Control

(a) The Contractor shall:

- (1) Develop and maintain a system of procedures, facilities, and equipment to identify, protect, and control classified matter that is being generated, received, transmitted, used, stored, reproduced, or destroyed in accordance with DOE directives;
- (2) Be responsible for asset protection reviews for facilities that contain classified matter and, in conjunction with the HMESC, maintain an updated list of security containers, locations, and custodians; and
- (3) Continuously reduce unneeded classified matter, and report and support investigation of any and all potential or actual compromise of classified information.

C.10.3.2.5 Classification and Unclassified Controlled Nuclear Information Program

(a) The Contractor shall:

- (1) Nominate a sufficient number of Derivative Classifiers and Reviewing Officials to be trained and approved by the HMESC;
- (2) Have appropriate classification and/or UCNI topical guidance available to organizations that are potential generators of classified and/or UCNI information;
- (3) Provide for receipt and storage of classified documents from the HMESC Classified Document Control Center; and
- (4) Interface with HMESC and OHC management, as necessary, to inform employees of subject areas of a sensitive and/or potentially classified nature.

C.10.3.2.6 Controlled Unclassified Information

(a) The Contractor shall:

- (1) Manage and implement a Controlled Unclassified Information Program, consistent with the common Hanford Sitewide OUO information program policies;
- (2) Provide OUO education and awareness for all staff; and
- (3) Review documents to be released to the public or assigned a formal document number for OUO content.

C.10.3.2.7 Critical Infrastructure

The Contractor shall maintain information systems that are critical to the Hanford Site mission and shall protect these systems from internal and external threats in conjunction with the HMESC SAS program.

C.10.3.3 Personnel Security

The Personnel Security function for Hanford involves processing requests for employee security clearances and non-cleared Homeland Security Presidential Directive 12 credentials, enrollment, and maintenance of employees in the Human Reliability Program (HRP), and foreign nationals for visits and assignments. The HMESC manages and conducts a centralized Personnel Security program for the Hanford Site on behalf of the DOE.

C.10.3.3.1 Badging and Access Authorization (Clearance) Processing

(a) The Contractor shall:

- (1) Request and obtain personnel security clearances and badges, including “Special Access” from the HMESC. The Contractor shall support the HMESC in downgrading and terminating clearances, as required.
- (2) Support the HMESC’s processes for obtaining security badges, keys, proximity cards, etc., from terminating employees and removing such individuals from automated access control systems.
- (3) Provide pre-employment/pre-clearance suitability investigations information to the HMESC for DOC prospective and current employees.

C.10.3.3.2 Human Reliability Program

(a) The Contractor shall:

- (1) If needed, before proposing a position for HRP, perform analysis to validate the HRP requirements consistent with 10 CFR 712, Human Reliability Program;
- (2) Submit a request to the HMESC for enrollment in the Hanford Site HRP program for personnel occupying those positions;
- (3) Support and/or provide personnel information, training, and administration needs to the HMESC in the management of the HRP program for the Contractor’s enrolled HRP personnel; and
- (4) Take personnel actions, as necessary, based on HRP test results provided by HMESC.

C.10.3.3.3 Unclassified Foreign National Visits and Assignments

(a) The Contractor shall:

- (1) Notify the HMESC of potential foreign visitors or employees, and prepare and submit security plans to the HMESC for foreign national visitors to the Hanford Site before approval of the visit/assignment;
- (2) Require Foreign National Visits and Assignments (FNVA) training for Contractor personnel who host FNVAs;
- (3) Conduct the FNVA in compliance with approved security plans; and

- (4) Submit a list of authorized delegates with authority to approve unclassified foreign visits and assignments.

C.10.3.3.4 Foreign Travel

The Contractor shall comply with the Hanford requirements for Official Foreign Travel including submittal of projections of potential foreign travel, and submit all official foreign travel request packages to the DOE for review and subsequent submittal to DOE-HQ for approval in accordance with established timeframes, prior to any official foreign travel.

C.10.3.4 Nuclear Material Control and Accountability

- (a) The Contractor shall maintain control and accountability of accountable nuclear material (i.e., Other, Source, and SNM) in various locations on the Hanford Site. Controls shall be appropriate for the nuclear material attractiveness and quantities, as described in DOE requirements (e.g., Category IV, highly radioactive Spent Nuclear Fuel, to Category I, quantities of plutonium in a variety of chemical forms and isotopic amounts). The HMESC manages and conducts a centralized Material Control and Accountability (MC&A) program for the Hanford Site on behalf of the DOE.
- (b) The Contractor shall perform the following MC&A functions:
 - (1) Assign an individual that will serve as the Contractor's MC&A single point-of-contact, independent of line operations, with responsibility and authority to affect implementation of MC&A requirements. This individual shall work with the Hanford Site MC&A Management Official within HMESC to provide oversight of accountable nuclear material in possession of the Contractor.
 - (2) Support the HMESC in preparation and maintenance of a Hanford Sitewide MC&A Plan, administration of treaty-related activities (e.g., International Atomic Energy Agency), performance of safeguards occurrence investigation and reporting, and scheduling of periodic inventories consistent with the Contractor's project work schedules.
 - (3) Identify personnel requiring MC&A training provided by the HMESC and coordinate training schedules with the HMESC.
 - (4) Conduct on the job MC&A training specific to Contractor facilities and systems.
 - (5) Request the following from the HMESC:
 - (i) Final authorization to move, ship, process, or store nuclear materials, including approval of shipper/receiver plans;
 - (ii) Final approval of Material Balance Area custodians;
 - (iii) Final determination of Material Balance Area categorizations; and
 - (iv) Final approval of MC&A related implementing procedures.
 - (6) Respond to HMESC or DOE calls related to the MC&A program.

- (c) The Contractor's MC&A program shall include coordinating and integrating all aspects of implementation with HMEESC. The Contractor shall use the HMEESC for, but not limited to:
- (1) MC&A requirement interpretation with overall responsibility for the MC&A program;
 - (2) Training and qualification of all personnel performing MC&A functions (with the exception of specific facility/system on-the-job MC&A training);
 - (3) Nuclear materials accounting and reporting requirements for all nuclear materials both active and inactive (e.g., "V-RIS") and be responsible for the official nuclear material inventory, including discrepancy reconciliation;
 - (4) Statistical services;
 - (5) Purchasing, regulating, and managing MC&A-controlled forms and tamper indicating devices; and
 - (6) Nuclear materials measurement system approvals and measurement system control requirements for all MC&A nuclear materials measurement activities (e.g., monitoring measurement control information, collecting and analyzing measurement control information, calculating control limits, and monitoring equipment performance against those limits).
 - (7) The Contractor shall integrate MC&A requirements with other plans, projects/programs, and activities at all lifecycle stages and inform HMEESC of such. The Contractor shall proactively take into account MC&A requirements, systems, and technologies in the planning, design, construction, and operation of new or renovated DOE facilities and activities.

C.10.3.5 Telecommunications

The Contractor shall comply with Hanford Site procedures and policies regarding activities involving Communications Security, protected distribution systems, and TEMPEST/Transmission Security programs of Telecommunications Security.

C.10.3.6 Emergency Services

Fire Services

- (a) The HMEESC manages and conducts fire services for the Hanford Site. This includes wild land fire, structural fire, and ambulance emergency response. Activities such as hazardous material and chemical/biological/radiological emergency response, pre-fire planning, Sitewide respiratory protection services, and testing and maintenance of life safety fire protection systems in designated facilities are also included.
- (b) The Contractor shall support facility access to the HMEESC fire services personnel and notify the Hanford Fire Department of work activities, events, and incidents requiring Fire Services' involvement and/or response (e.g., medical assistance, hazardous or radiological emergency help, etc.).

C.10.3.7 Emergency Operations

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Emergency Management Program

- (a) The HMEESC establishes and maintains a centralized Emergency Operations Program and the Hanford Sitewide Emergency Preparedness (EP) Program for the Hanford Site on behalf of RL. The EP Program is responsible for the Hanford Emergency Operations Center, develops and maintains emergency plans and procedures, performs hazard surveys and assessments, reviews hazard assessments for all facilities at Hanford, and supports Hanford Sitewide EP training and drills.
- (b) The Contractor shall develop and maintain an Emergency Management Program, as described in DOE/RL-94-02, Rev. 6, *Hanford Emergency Management Plan* (or current version), for structures and waste sites under its control. The Contractor's Emergency Management Program shall be consistent with DOE requirements and the centralized EP Program. The Contractor's program shall establish processes and instructions for all Contractor EP activities. Because of the potential for the Contractor to become the event contractor, as defined in the Hanford Emergency Management Plan, the Contractor shall maintain a 24 hours per day, 7 days per week capability to staff the required facility-specific emergency response organization positions within 60 minutes of receipt of notification from the Occurrence Notification Center of a Hanford Site emergency.

C.10.4 Interactions

C.10.4.1 External Affairs

- (a) The Contractor shall establish and maintain an External Affairs/Public Affairs program that provides timely responses to DOE requests for information and assistance, outreach to keep external constituencies informed about work under the Contract, an effective Hanford website, and integrated and effective Site tour planning.
- (b) External Affairs includes information and involvement programs to reach diverse external parties interested in the Hanford Site (e.g., Tribal Nations, stakeholders, news media, elected officials and their staffs, local community officials, and the public) with the status, challenges, and objectives of the cleanup work.
- (c) For external constituencies, the Contractor shall anticipate specific areas of concern, interest, or controversy and employ communication strategies that inform and ensure close coordination with DOE Communications personnel throughout. The DOE retains the primary role in directing the timing, substance, and form of public information and must approve products and outreach.
- (d) The Contractor shall:
 - (1) Submit an External Affairs/Internal Communications Program Description for DOE approval that provides a comprehensive description of the External Affairs Program, staffing, products, and services with an emphasis on innovative approaches to communications.
 - (2) Submit responses to information requested by the DOE in compliance with FOIA and *Privacy Act* requirements.

- (3) Develop, plan, and coordinate proactive approaches to dissemination of timely information regarding DOE unclassified activities, with an emphasis on innovative approaches to communications. The Contractor shall implement this responsibility through coordination with the DOE in such a manner that the public; whether it is the media, citizens' groups, private citizens, or local, state, or federal government officials; has a clear understanding of DOE activities at the Hanford Site.
 - (4) Work with the DOE to inform and involve the Tribal Nations, as part of cleanup decision-making processes in accordance with the DOE American Indian and Alaska Native Tribal Government Policy and Implementation Guidance. Support and coordinate with the DOE on the ongoing technical staff interactions to ensure that affected tribes can be involved early and often in proposed plans and activities.
 - (5) Participate in and attend citizen advisory board activities in support of the DOE and specific to scope of overall Contract work.
 - (6) Provide strategy and resources for required public comment and outreach processes related to upcoming decision making (e.g., NEPA and CERCLA).
 - (7) Participate in tour planning and preparation and make facilities and personnel available as requested by the DOE. Visits to the project sites shall be part of ongoing communication and outreach activities.
 - (8) Provide the HMESC with current information related to the Contract scope to maintain the external Hanford Site Website.
 - (9) Provide ongoing support to the DOE in the preparation of communication materials, such as presentations, fact sheets, specialized graphics and charts, large posters, up-to-date photography, video and audio clips, and stories.
 - (10) Coordinate internal employee communication products through the DOE for review and approval, if they are related to issues/incidents that have the potential to garner external media and stakeholder interest.
 - (11) Receive DOE approval prior to externally releasing information related to the Hanford Site.
- (e) These interfaces shall be in coordination with the DOE: media, members of the U.S. Congress and their staffs, Tribal and community leaders, and a wide variety of stakeholders and local Governments.

C.10.4.2 External Review and Support

- (a) The Contractor shall provide support to the DOE and HMESC in hosting the DNFSB, GAO, Office of Inspector General, and other Government and DOE oversight staff from auditing and assessing organizations, providing required presentations, preparing DOE responses, responding to information requests, and by providing required subject matter experts to respond to questions and information requests.
- (b) The Contractor shall also support the following:

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- (1) Providing access to work areas, personnel, and information, as necessary.
- (2) In coordination with DOE audit liaisons, providing support during audits and assessments, including delivering information within a specified time, arranging briefings, preparing presentation materials, and maintaining a record of documents provided in response to requests.

C.10.5 Hanford Site Interface Management

- (a) The Contractor shall establish and maintain an interface management function in coordination with OHCs to collaborate and work cooperatively to improve mutual understanding and seek resolutions in the best interest of the Government and the Hanford Site mission.
- (b) Interface Management is a key Site function for effective and efficient delivery of services between contractors on the Hanford Site. The role of Interface Management is to solve issues in the best interest of the Government at the lowest level possible in the respective organizations.
- (c) The Contractor shall initially adopt existing interface agreements and then appropriately document, execute, and manage interfaces and agreements made with OHCs, DOE, and other Site users in accordance with Section J, Attachment J-3; the Section H Clause, *Hanford Site Services and Interface Requirements Matrix*; and other documented interfaces. Changes to those agreements, processes, and work schedules, as related to interface management, shall be executed per this PWS and Section H Clause, *Hanford Site Services and Interface Requirements Matrix*.
- (d) The Contractor shall:
 - (1) Participate in developing a Hanford Site interface governance policy to be signed by all Hanford Site contractors. The policy shall:
 - (i) Outline the interface management documents and business structure, including change control processes and hours supported by direct funded services referenced in Section J, Attachment J-3.
 - (ii) Illustrate the different interface types and processes for managing the inter-contractor transactions, including Service Delivery Documents, Memorandums of Agreement, Administrative Interface Agreements, Interface Control Documents (ICDs), and WTP ICDs.
 - (2) Provide input to the HMESC to support the development and maintenance of interface management processes and storage of the interface agreements.
 - (3) Provide input to the HMESC to support the development of periodic updates to the Interface Requirements Matrix (see Section J, Attachment J-3), and concur on acceptable/agreed upon changes to the matrix prior to HMESC submittal to the DOE. The HMESC is responsible for submitting the Interface Requirements Matrix to the DOE.

- (4) Participate in a review of the matrix, which shall be led by the HMEC with cooperation and participation of the OHCs, within 6 months of completion of transition of the last contractor identified in Section J, Attachment J-3. Proposed and agreed upon changes to the matrix shall be submitted by HMEC to DOE for incorporation into Hanford Site contracts.
- (5) Participate in the Sitewide Contractor Leadership Council and Contractor Interface Board (CIB) to improve overall delivery of effective accomplishment of the Hanford Site mission. The council is comprised of Hanford Site Contractor Presidents, with participation from the DOE Field Offices' Representatives. Hanford Site contractors shall attempt to resolve interface issues through the CIB prior to escalating an issue to DOE.

C.10.6 Business Performance Requirements

The scope of this section includes activities such as Business Administration, Internal Audit, ECP, and other general performance requirements. The Contractor shall develop, implement, and maintain the required plans and actions in accordance with the laws, regulations, and DOE directives applicable to each of the scope areas described in this section and have optimized these services through an integrated planning approach.

C.10.6.1 Business Administration

- (a) The Contractor shall establish and maintain cost-effective internal business administration that enables good business decisions, sufficient resources to manage the Contract activities, and a cooperative and (as appropriate) collaborative working relationship with OHCs, stakeholders, and the DOE.
- (b) The Contractor shall provide the management expertise, leadership, and business administration processes (e.g., administration of market-based employee benefits, independent oversight, legal) and systems (e.g., Finance/Accounting, Contracts/Procurement, and Human Resources) to perform Contract Section C requirements safely, securely, efficiently, and in a cost-effective manner.

C.10.6.2 Internal Audit

- (a) The Contractor shall establish and maintain an internal audit function that is fully compliant with applicable requirements.
- (b) The Contractor shall:
 - (1) Provide internal audit activities in accordance with the Section I Clause, *DEAR 970.5232-3 Alternate 19 II, Accounts, Records, and Inspection*.
 - (2) Conduct internal audits and examination of the records, operations, management systems, and controls employed in programs and administrative areas, expenses, subcontractor costs, and the transactions with respect to costs claimed to be allowable under this Contract, at least annually. Ensure the systems of controls employed by the Contractor are audited, documented, and satisfactory to the CO. Up to eight additional audits shall be conducted based on risk analysis, including input from the DOE. The

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results of such audits, including the working papers, shall be submitted or made available to the CO or a Contracting Officer's Representative (COR). The Contractor shall include this requirement in cost-reimbursement subcontracts (time and materials, labor hour, cost plus for non-fixed price contracts) with an estimated cost exceeding \$5 million and expected to run for more than 2 years, and other cost-reimbursement subcontracts as determined by the DOE.

- (3) Provide annual Subcontract Audit plans for CO-approval which lists planned audits to be performed. The Contractor shall perform internal audits consistent with unmodified Institute of Internal Audit (IIA) and external audits consistent with unmodified Generally Accepted Government Auditing Standards.
- (4) Provide annual Internal Audit plans for CO-approval, which lists planned audits to be performed. The Contractor shall perform internal audits consistent with IIA audit standards.
- (5) Provide to the CO annually, or at other intervals as directed by the CO, copies of the reports reflecting the status of recommendations resulting from management audits performed by its internal audit activity and any other audit organization. This requirement may be satisfied in part by the reports required under paragraph (i) of 48 CFR 970.5232-3, *Accounts, Records, and Inspection*.

C.10.6.3 Employee Concerns Program

- (a) The Contractor shall establish and maintain an ECP that effectively addresses, resolves, and prevents recurrence of employees' concerns.
- (b) In addition, the Contractor shall establish and maintain an ECP that complies with Section J, Attachment J-2, *Requirement Sources and Implementing Documents S*,.
- (c) The Contractor shall:
 - (1) Accept, for resolution, existing employee concerns unresolved at the close of the initial Contract transition period;
 - (2) Participate in the chartered Sitewide ECP committee;
 - (3) Assist the DOE in the resolution of employee concerns in a manner that protects the health and safety of both employees and the public and ensures effective operation of DOE-related activities under their jurisdiction;
 - (4) Conduct an annual self-assessment to measure the effectiveness of the ECP and implement corrective actions, as necessary; and
 - (5) Provide timely notification to the DOE of significant staff concerns or allegations of retaliation or harassment.

C.10.6.4 Outgoing Contract Transition

- (a) The Contractor shall ensure a smooth transition of work scope to OHCs to avoid disruptions that could impact accomplishing the Hanford Site mission.

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- (b) At the completion of the Contract, or portion(s) of the Contract, the Contractor shall cooperate with the DOE and assist the incoming contractor(s) to facilitate an overall effective and seamless Contract transition.

C.11 Usage-Based Services to Be Provided to Other Hanford Contractors

The Contractor shall provide the services identified in the Section J, Attachment J-3, *Interface Requirements Matrix* (. Changes to the matrix shall be signed showing approval by the Contractor and OHCs.

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